Category Competency Behavior Series Course Title Type S Hours Video

Estimated

Goal Attainment

Achieving Results

Addresses performance problems promptly

Establishes plans that break complex projects into their component parts, each with its own timeline

Pays attention to the quality and quantity of performance

Seeks and gives performance feedback to others

Sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them

Sets clear, well-defined desired outcomes for work activity and tracks progress

Strives to achieve goals

Tracks progress against goals				
Performance Appraisal Essentials				
Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	~	1)
Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	~	1)
Performance Appraisal Essentials: 360-degree Appraisals	SkillSoft Course	~	1)
Business Execution				
Business Execution: Understanding the Fundamentals	SkillSoft Course	~	1	
Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	~	1	
Business Execution: Linking Strategy to People and Operations	SkillSoft Course	~	1	
Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	~	1	
Fostering a Business Execution Culture	SkillSoft Business Impact Series	~	0.1	
Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	~	0.1	
Optimizing Your Performance on a Team				
Establishing Team Goals and Responsibilities	SkillSoft Course	~	1	
Elements of a Cohesive Team	SkillSoft Course	~	1	
Effective Team Communication	SkillSoft Course	~	1	
Using Feedback to Improve Team Performance	SkillSoft Course	~	1	
Power and Politics in Matrixed Teams	SkillSoft Challenge Series		0.25	
Managing Problem Performance				
Recognizing and Diagnosing Problem Performance	SkillSoft Course	~	1	
First Steps for Turning Around a Performance Problem	SkillSoft Course	~	1	
Using Progressive Discipline to Correct Problem Performance	SkillSoft Course	~	1	
Preventing Problem Performance	SkillSoft Course	~	1	
Underperforming Employee - Now What?	SkillSoft Business Impact Series	~	0.1	
Managing Performance	SkillSoft Challenge Series	~	0.25	
Effective Time Management				
Setting and Managing Priorities	SkillSoft Challenge Series	~	0.25	
Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	~	0.1	
Coping with Information Overload	SkillSoft Business Impact Series		0.1	
Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	~	0.1	
Getting Time Under Control	SkillSoft Challenge Series		0.25	



cills off	Robaujer	Series Course Title	Туре	Manage	Estimated Duration Hours	Vide
-gory Competency		Setting and Managing Organizational Priorities	Туре	_	riouis	vide
		Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	v	1	
		Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	v	1	
		Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	v	1	
		Setting and Managing Priorities within the Organization: Mouvation	SkillSoft Course	v	1	
		Performance Management	Okinoon oodiso		-	
		Planning for Performance	SkillSoft Course		1	
		Monitoring and Improving Performance	SkillSoft Course		1	
		Reviewing and Rewarding Performance	SkillSoft Course		1	
		Personal Productivity Improvement	Simport outro			
		Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	v	1	
		Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	v	1	
		Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	v	1	
		Time Management				
		Time Management: Too Much to Do and Too Little Time	SkillSoft Course		0.5	Х
		Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course		0.5	Х
				- 1		14
		Time Management: Ready, SetFOCUS!	SkillSoft Course	~	0.5	X
Planning	Assesses per Determines th	Time Management: Ready, SetFOCUS! The Dangers of Multitasking and adjusts for difficulties formance against goals the length and difficulty of tasks and projects	SkillSoft Course SkillSoft Business Impact Series		0.5	X
Planning	Assesses per Determines th	The Dangers of Multitasking Indicate the Dangers of Multitasking of Adjusts for difficulties Indicate the Adjusts for difficulties of tasks and projects				X
Planning	Assesses per Determines th Establishes g Establishes so Measures res	The Dangers of Multitasking Indicate the Dangers of Multitasking of Adjusts for difficulties Indicate the Adjusts for difficulties of tasks and projects		*		X
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Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indicate and adjusts for difficulties formance against goals are length and difficulty of tasks and projects coals and objectives chedules all the company of	SkillSoft Business Impact Series SkillSoft Course		0.2	X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indication adjusts for difficulties formance against goals Indication of tasks and projects Indication of task	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course		0.2	X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indication adjusts for difficulties formance against goals Indication of tasks and projects Indication of task	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course	* * * *	0.2 1 1 1	X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking and adjusts for difficulties formance against goals the length and difficulty of tasks and projects coals and objectives chedules tults trik into processes Optimizing Your Work/Life Balance Optimizing Your Work/Life Balance: Analyzing Your Life Balance Optimizing Your Work/Life Balance: Maintaining Your Life Balance Optimizing Your Work/Life Balance: Taking Control of Your Stress Creating Work/Life Balance	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series		0.2 0.2 1 1 1 0.25	X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking and adjusts for difficulties formance against goals the length and difficulty of tasks and projects coals and objectives chedules tults trk into processes Optimizing Your Work/Life Balance Optimizing Your Work/Life Balance: Analyzing Your Life Balance Optimizing Your Work/Life Balance: Maintaining Your Life Balance Optimizing Your Work/Life Balance: Taking Control of Your Stress Creating Work/Life Balance Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Business Impact Series		0.2 0.2 1 1 1 0.25 0.1	X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking and adjusts for difficulties formance against goals the length and difficulty of tasks and projects coals and objectives chedules tults trk into processes Optimizing Your Work/Life Balance Optimizing Your Work/Life Balance: Analyzing Your Life Balance Optimizing Your Work/Life Balance: Maintaining Your Life Balance Optimizing Your Work/Life Balance: Taking Control of Your Stress Creating Work/Life Balance Employee Exhaustion: Managing a Well-balanced Workload Managing Workplace Stress	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Business Impact Series		0.2 0.2 1 1 1 0.25 0.1	X
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Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indicates additional adjusts for difficulties Indicates against goals Indicates and objectives Indicates and projects Indicates and pr	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 1 1 0.25 0.1 0.1	X X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indicates and adjusts for difficulties formance against goals are length and difficulty of tasks and projects or oals and objectives objectives objectives Indicates of the dules of tasks and projects or oals and objectives objectives objectives Indicates of tasks and projects or oals and objectives of tasks objectives objectives of tasks objectives of tasks objectives of tasks objectives objectives of tasks objectives obj	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Course SkillSoft Course	***************************************	0.2 0.2 1 1 0.25 0.1 0.1	X X
Planning	Assesses per Determines th Establishes g Establishes so Measures res Organizes wo	The Dangers of Multitasking Indication adjusts for difficulties formance against goals ine length and difficulty of tasks and projects oals and objectives chedules ults rik into processes Optimizing Your Work/Life Balance Optimizing Your Work/Life Balance: Analyzing Your Life Balance Optimizing Your Work/Life Balance: Maintaining Your Life Balance Optimizing Your Work/Life Balance: Taking Control of Your Stress Creating Work/Life Balance Employee Exhaustion: Managing a Well-balanced Workload Managing Workplace Stress Optimizing Your Performance on a Team Establishing Team Goals and Responsibilities Elements of a Cohesive Team Effective Time Management Setting and Managing Priorities	SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Course SkillSoft Course SkillSoft Course	***************************************	0.2 0.2 1 1 1 0.25 0.1 0.1 1 1 0.25	X X

Getting Time Under Control

0.25

SkillSoft Challenge Series



Category Competency	Behavior	Series Course Title	Туре	Manag	Duration Hours	Video
		Doing Business Professionally				
		Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
		Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
		Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
		Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
		Getting Results without Direct Authority				
		Getting Results without Authority: Building Relationships and Credibility	SkillSoft Course	~	1	X
		Getting Results without Direct Authority: Reciprocity	SkillSoft Course	~	1	X
		Getting Results without Authority: Persuasive Communication	SkillSoft Course		1	X
		Getting Results without Direct Authority: Influencing Your Boss	SkillSoft Course		1	X
		Influencing Key Decision Makers	SkillSoft Business Impact Series		0.1	
		Influence and Persuasion	SkillSoft Challenge Series	~	0.25	
		Project Scope Management (PMBOK® Guide - Fifth Edition-aligned)				
		Project Requirements and Defining Scope (PMBOK® Guide Fifth Edition)	SkillSoft Course	•	2	
		Creating the Work Breakdown Structure (PMBOK® Guide Fifth Edition)	SkillSoft Course	~	1.5	
		Monitoring and Controlling Project Scope (PMBOK® Guide Fifth Edition)	SkillSoft Course		1.5	
		Setting and Managing Organizational Priorities				
		Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	v	1	
		Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course		1	
		Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	~	1	
		Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	~	1	
		Performance Management				
		Planning for Performance	SkillSoft Course	~	1	
		Monitoring and Improving Performance	SkillSoft Course	~	1	
		Reviewing and Rewarding Performance	SkillSoft Course		1	
		Business Planning Essentials				
		Business Planning Essentials: Preparing a Business Plan	SkillSoft Course	v	1	
		Business Planning Essentials: Performing Key Analyses	SkillSoft Course	v	1	
		Business Planning Essentials: Preparing for Implementation	SkillSoft Course	v	1	
		Final Exam: Business Planning Essentials	SkillSoft Final Exams	v	0.6	
		Time Management	SKIIISOTT IIIGI EXGIIIS			_
		Time Management: Too Much to Do and Too Little Time	SkillSoft Course	v	0.5	Х
		Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	Ţ	0.5	X
		Time Management: Ready, SetFOCUS!	SkillSoft Course	Ţ	0.5	X
			SkillSoft Business Impact Series	,	0.2	
Priority Settin	n Cl	The Dangers of Multitasking	Skillouti business impact series		0.2	

Eliminates obstacles

Focuses energy on critical tasks

Generates focus

Identifies primary goals over minor objectives

Identifies usefulness of tasks to completing a goal



SKIII		Bohavier	Series Course Title	Туре	vanagei	Estimated Duration Hours	Video
Category	Competency	Denavior	Optimizing Your Work/Life Balance	Type		riours	vided
			Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	,	1	X
			Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	,	1	X
			Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	,	1	
			Creating Work/Life Balance	SkillSoft Challenge Series		0.25	
			Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series		0.1	
			Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
			Optimizing Your Performance on a Team	Okinoon Business impact cones			
			Establishing Team Goals and Responsibilities	SkillSoft Course	,	1	X
			Elements of a Cohesive Team	SkillSoft Course		1	X
			Effective Time Management	Skilloott Sourse			
			Setting and Managing Priorities	SkillSoft Challenge Series	v	0.25	
			Coping with Information Overload	SkillSoft Business Impact Series		0.1	
			Getting Time Under Control	SkillSoft Challenge Series		0.25	
			Doing Business Professionally				
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	v	1	Х
			Setting and Managing Organizational Priorities				
			Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course		1	
			Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	~	1	
			Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	v	1	
			Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	~	1	
			Time Management				
			Time Management: Too Much to Do and Too Little Time	SkillSoft Course	~	0.5	X
			Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	v	0.5	X
			Time Management: Ready, SetFOCUS!	SkillSoft Course		0.5	X
			The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
	Time Managen	nent					
		Completes o	pjectives quickly				
		Focuses en	rgy on critical tasks				
		Multi-tasks e	ffectively				
		Respects tin	e				
		Utilizes time	effectively				
			Effective Time Management				
			Setting and Managing Priorities	SkillSoft Challenge Series	~	0.25	
			Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	~	0.1	
			Coping with Information Overload	SkillSoft Business Impact Series		0.1	
			Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	~	0.1	
			Getting Time Under Control	SkillSoft Challenge Series		0.25	



skills					anager	Estimated Duration	
Category	Competency	Behavior	Series Course Title	Туре	ž	Hours	Vide
			Doing Business Professionally				
			Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	Х
			Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
			Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
			Optimizing Your Work/Life Balance				
			Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	~	1	X
			Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	~	1	X
			Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	~	1	
			Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	~	0.1	
			Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
			Personal Productivity Improvement				
			Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	~	1	
			Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	~	1	
			Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	~	1	
			Time Management				
			Time Management: Too Much to Do and Too Little Time	SkillSoft Course	~	0.5	X
			Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	~	0.5	X
			Time Management: Ready, SetFOCUS!	SkillSoft Course	~	0.5	X
			The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
ntellec	t						

Analytical Thinking

Analyze costs, benefits, risks, and chances for success of decisions

Break down concepts, issues, and problems into their component parts

Compare data from a variety of sources

Notice discrepancies and inconsistencies in information and materials

notice aboreparties and moorboker dies in montakor and makenas		1 1		
Problem Solving and Decision Making Strategies				
Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	X
Problem Solving: Digging Deeper	SkillSoft Course	~	1	
Decision Making: The Fundamentals	SkillSoft Course	~	1	
Decision Making: Tools and Techniques	SkillSoft Course	~	1	X
Decision Making: Making Tough Decisions	SkillSoft Course	~	1	
Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	
Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	
Critical Thinking Essentials				
Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	~	1	X
Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	~	1	X
Critical Thinking	SkillSoft Challenge Series	~	0.25	

Estimated Duration Hours Video

Туре

Creativity & Innovation

Brainstorms to identify multiple solutions to problems

Creates new and effective processes and systems to foster new ideas and methods

Draws from a variety of resources and perspectives to come up with new ideas and approaches

Encourages others to innovate

Identifies opportunities for innovation

Proactively seeks to test, validate, modify, and improve new ideas or methods to make them as effective as possible

Shares new ideas with decision-makers

Supports and implements new methods and processes

Supports and implements new metriods and processes				
Developing Strategic Thinking Acumen				
Developing the Capacity to Think Strategically	SkillSoft Course	~	1	
Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	~	1	
Using Strategic Thinking Skills	SkillSoft Course	~	1	
Leading Outside the Organization	SkillSoft Business Impact Series	~	0.1	
Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	~	0.1	
Returning to Core Competencies	SkillSoft Business Impact Series	~	0.1	
Competitive Awareness and Strategy	SkillSoft Challenge Series	~	0.25	
Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	~	0.6	
Problem Solving and Decision Making Strategies				
Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	X
Problem Solving: Digging Deeper	SkillSoft Course	~	1	
Decision Making: The Fundamentals	SkillSoft Course	~	1	
Decision Making: Tools and Techniques	SkillSoft Course	~	1	X
Decision Making: Making Tough Decisions	SkillSoft Course	~	1	
Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	
Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	
Generating Creative & Innovative Ideas				
Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	~	1	
Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	~	1	X
Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	~	1	X
Promoting Creative Thinking	SkillSoft Challenge Series	~	0.25	
Executing Innovation	SkillSoft Business Impact Series	~	0.1	
Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
Leadership Essentials				
Leadership Essentials: Leading Innovation	SkillSoft Course	~	1	X
Wanted-Innovation Leaders	SkillSoft Business Impact Series	~	0.1	
Leading Innovation	SkillSoft Challenge Series		0.25	

Category Competency Behavior Series Course Title

Туре

Estimated
Duration
Hours Video

Decision Making

Bases decisions on an analysis of short-range consequences or simple options, including people's reactions and potential problems

Focuses on objectives and results when considering the various alternatives to a decision

Foresees the long-range consequences or implications of different options

Gathers sufficient information to identify gaps and variances before making a decision

Makes decisions at the right time when there is ambiguity or considerable personal or organizational risk

 $\label{eq:makes} \textit{Makes decisions in a timely manner when the options are clear and there is little pressure or risk.}$

Solicits the input of the appropriate people to improve the quality and timing of a decision

Takes charge of a group when it is necessary to facilitate either an action or a decision

Takes charge or a group when it is necessary to racilitate either an action or a decision				
Business Ethics				
Introduction to Workplace Ethics	SkillSoft Course	~	1	
Developing a Code of Ethical Conduct	SkillSoft Course	~	1	Х
Ethical Decision-making in the Workplace	SkillSoft Course	~	1	X
Office Politics - What Will You Do?	SkillSoft Challenge Series		0.25	
Ethics, Integrity, and Trust	SkillSoft Challenge Series	~	0.25	
The Ethics Enigma	SkillSoft Challenge Series	~	0.25	
Effective Delegation				
Delegating Appropriate Tasks	SkillSoft Business Impact Series	~	0.1	
Developing Employees through Delegation	SkillSoft Challenge Series	~	0.25	
Risk Management				
Risk Management: Identifying Risk	SkillSoft Course		1	
Risk Management: Assessing Risk	SkillSoft Course		1	
Risk Management: Dealing with Risk	SkillSoft Course	~	1	
Final Exam: Risk Management	SkillSoft Final Exams	~	0.6	
Problem Solving and Decision Making Strategies				
Problem Solving: The Fundamentals	SkillSoft Course	~	1	Х
Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	Х
Problem Solving: Digging Deeper	SkillSoft Course		1	
Decision Making: The Fundamentals	SkillSoft Course	~	1	
Decision Making: Tools and Techniques	SkillSoft Course	~	1	Х
Decision Making: Making Tough Decisions	SkillSoft Course	~	1	
Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	
Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
Uncovering the Root Problem	SkillSoft Challenge Series	,	0.25	
Critical Thinking Essentials				
Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	~	1	Х
Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	~	1	Х
Critical Thinking	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series Course Title	Туре	Manag	Duration Hours	Video
			Developing Strategic Thinking Acumen				
			Developing the Capacity to Think Strategically	SkillSoft Course	~	1	
			Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	~	1	
			Using Strategic Thinking Skills	SkillSoft Course	~	1	
			Leading Outside the Organization	SkillSoft Business Impact Series	~	0.1	
			Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	~	0.1	
			Returning to Core Competencies	SkillSoft Business Impact Series	~	0.1	
			Competitive Awareness and Strategy	SkillSoft Challenge Series	~	0.25	
			Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	~	0.6	
			Essentials of Facilitating				
			Using Facilitation Skills as a Manager	SkillSoft Course	~	1	
			Facilitating Collaborative Processes	SkillSoft Course	~	1	
			Challenges of Facilitating	SkillSoft Course	~	1	
			Generating Creative & Innovative Ideas				
			Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	~	1	
			Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	~	1	X
			Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	~	1	X
			Executing Innovation	SkillSoft Business Impact Series	~	0.1	
			Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
			Listening Essentials				
			Listening Essentials: The Basics of Listening	SkillSoft Course	~	1	X
			Listening Essentials: Improving Your Listening Skills	SkillSoft Course	~	1	X
			Effective Listening	SkillSoft Challenge Series	~	0.25	
			Decisiveness				
			Developing Character for Decisiveness	SkillSoft Course		1	
			Overcoming the Barriers to Decisiveness	SkillSoft Course	~	1	
			Issue-focused Negotiation				
			Issue-focused Negotiation: Are You Ready?	SkillSoft Course		0.5	X
			You and Your Negotiating Counterpart	SkillSoft Course		0.5	X
			Reaching a Negotiated Agreement	SkillSoft Course		0.5	X
			Effective Body Language in Negotiations	SkillSoft Business Impact Series	~	0.1	
			Vendor Negotiations: Choosing the Best Approach	SkillSoft Challenge Series	,	0.25	

Establishing Focus

Creates personal job goals based on the business objectives

Ensures that all unit members understand and identify with the unit's goals and their relation to the business

Ensures that job goals are fully aligned with the business goals

Ensures that resources, time, and attention are allocated in proportion to business priorities

Helps focus others' time and resources on the most important work priorities

Helps others understand how their work relates to the business goals

Identifies goals that are not aligned with the business and takes steps to shift the focus

Takes responsibility for developing, communicating, and gaining alignment on broad organizational goals



skill	SOTT					ager	Estimated Duration	
Category	Competency	Behavior	Series	Course Title	Туре	Man	Duration Hours	Vide
				ss Execution				
				Business Execution: Understanding the Fundamentals	SkillSoft Course	~	1	
				Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	~	1	
				Business Execution: Linking Strategy to People and Operations	SkillSoft Course	~	1	
				Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	~	1	
				Fostering a Business Execution Culture	SkillSoft Business Impact Series	~	0.1	
				Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	٧	0.1	
			Doing B	usiness Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	٧.	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course		1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
			Optimiz	ring Your Performance on a Team				
				Establishing Team Goals and Responsibilities	SkillSoft Course		1	X
				Elements of a Cohesive Team	SkillSoft Course	~	1	X
			Effectiv	e Time Management				
				Setting and Managing Priorities	SkillSoft Challenge Series	٧.	0.25	
				Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series		0.1	
				Coping with Information Overload	SkillSoft Business Impact Series		0.1	
				Getting Time Under Control	SkillSoft Challenge Series		0.25	
			Setting	and Managing Organizational Priorities				
			_	Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course		1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	~	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course		1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	~	1	
			Time M	anagement				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course		0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course		0.5	X
				Time Management: Ready, SetFOCUS!	SkillSoft Course	٧.	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
	Perspective							
		Thinks globa	lly					
		Views challer	nges com	prehensively				
			Critical	Thinking Essentials				
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	~	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	~	1	X
				Critical Thinking	SkillSoft Challenge Series	~	0.25	



skills					anager	Estimated Duration	
Category Co	mpetency	Behavior	Series Course Title	Туре	Σ	Hours	Vide
			Problem Solving and Decision Making Strategies	0		1	X
			Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
			Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~		X
			Problem Solving: Digging Deeper	SkillSoft Course	~	1	+
			Decision Making: The Fundamentals	SkillSoft Course	~	1	
			Decision Making: Tools and Techniques	SkillSoft Course	~	1	Х
			Decision Making: Making Tough Decisions	SkillSoft Course	~	1	
			Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	-
			Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	1
	blem Solvino		Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	
	l	Jse logical, s	systematic approaches to solve problems Problem Solving and Decision Making Strategies				
			dentify the root causes of problems systematic approaches to solve problems				
						_	
			Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
			Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	X
			Problem Solving: Digging Deeper	SkillSoft Course	~	1	1
			Decision Making: The Fundamentals	SkillSoft Course	~	1	
			Decision Making: Tools and Techniques	SkillSoft Course	~	1	Х
			Decision Making: Making Tough Decisions	SkillSoft Course	~	1	1
			Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	
			Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	1
			Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	1
			Critical Thinking Essentials				
			Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	~	1	X
			Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	~	1	X
			Critical Thinking	SkillSoft Challenge Series	~	0.25	
			Generating Creative & Innovative Ideas				
			Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	~	1	
			Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	~	1	X
			Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	~	1	Х
			Executing Innovation	SkillSoft Business Impact Series	~	0.1	
			Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series	1 1	0.25	

Category Competency Behavior Series Course Title Type Strategic Thinking / Business Acumen

Estimated

Develops a strategic plan based on the vision and mission

bevelops a strategic plant based on the vision and mission

 $Modifies \, business \, plans \, based \, on \, changing \, business \, conditions \,$

 $Translates \ strategy \ into \ business \ plans \ and \ tactics$

Understands industry and market trends

Understands the competition

Understands the organization's strengths and weaknesses

Understands the success factors critical to the organization's long-term profitability and competitiveness

Uses knowledge of industry and market trends to develop and champion long-term strategies

Uses understanding of business conditions to determine a strategic direction

Developing Strategic Thinking Acumen			
Developing the Capacity to Think Strategically	SkillSoft Course	~	1
Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	~	1
Using Strategic Thinking Skills	SkillSoft Course	~	1
Leading Outside the Organization	SkillSoft Business Impact Series	~	0.1
Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	~	0.1
Returning to Core Competencies	SkillSoft Business Impact Series	~	0.1
Competitive Awareness and Strategy	SkillSoft Challenge Series	~	0.25
Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	~	0.6
Business Law Essentials			
Business Law Basic Concepts	SkillSoft Course	~	1
Business Law and Ethics	SkillSoft Course	~	1
Business Law and the Manager's Responsibilities	SkillSoft Course	~	1
Final Exam: Business Law Essentials	SkillSoft Final Exams	~	0.6
Business Planning Essentials			
Business Planning Essentials: Preparing a Business Plan	SkillSoft Course	~	1
Business Planning Essentials: Performing Key Analyses	SkillSoft Course	~	1
Business Planning Essentials: Preparing for Implementation	SkillSoft Course	~	1
Final Exam: Business Planning Essentials	SkillSoft Final Exams	~	0.6

Technical Expertise

Acquires and applies new skills as necessary to keep current in field

Acts as a technical resource and transfers the most current knowledge and skills to others

Applies knowledge of basic techniques and concepts

Exercises excellent judgment in all aspects of the execution of job duties

Keeps informed about the technical field

Modifies and creates new methods and techniques in response to changing technology

Tracks new advances and cutting-edge developments in the technical field

Uses good judgment to handle basic issues and problems



Category	Competency	Behavior	Series Course Title	Туре	Mana	Duration Hours	Video
			Essential Mentoring Techniques				
			Essential Mentoring Techniques: Mentoring Fundamentals	SkillSoft Course	~	1	X
			Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	SkillSoft Course	~	1	X
			Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	SkillSoft Course	~	1	X
			Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	SkillSoft Course	~	1	X
			Problem Solving and Decision Making Strategies				
			Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
			Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	X
			Problem Solving: Digging Deeper	SkillSoft Course	~	1	
			Decision Making: The Fundamentals	SkillSoft Course	~	1	
			Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
			Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	

Leadership

Building Teamwork

Assists group members in understanding roles and responsibilities

Assists the group in effectively using individuals' talents and contributions

Champions the team within the organization

Encourages others to work as a team

Establishes direction for projects and assignments for team members

Helps remove organizational barriers and identifies resources to assist the team

Provides guidance when the team is off track

Provides i	input without taking over				
	Making Cross-Functional Teams Work				
	Cross-functional Team Fundamentals	SkillSoft Course	~	1	
	Key Strategies for Managing Cross-functional Teams	SkillSoft Course	~	1	X
	Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course	~	1	X
	Using Conflicts to an Organization's Advantage	SkillSoft Business Impact Series	~	0.1	
	Mediating Project Team Conflict	SkillSoft Business Impact Series	~	0.1	
	Facilitating Work-related Conflict Discussions	SkillSoft Business Impact Series		0.1	
	Optimizing Your Performance on a Team				
	Being an Effective Team Member	SkillSoft Course	~	1	X
	Establishing Team Goals and Responsibilities	SkillSoft Course	~	1	X
	Elements of a Cohesive Team	SkillSoft Course	~	1	X
	Effective Team Communication	SkillSoft Course	~	1	X
	Using Feedback to Improve Team Performance	SkillSoft Course	~	1	X
	Power and Politics in Matrixed Teams	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title Type	Mana	Duration Hours	Video
			Leadin	g Teams			
				Leading Teams: Launching a Successful Team SkillSoft Course	~	1	X
				Leading Teams: Establishing Goals, Roles, and Guidelines SkillSoft Course	~	1	X
				Leading Teams: Developing the Team and its Culture SkillSoft Course	~	1	X
				Leading Teams: Building Trust and Commitment SkillSoft Course	~	1	X
				Leading Teams: Fostering Effective Communication and Collaboration SkillSoft Course	~	1	X
				Leading Teams: Motivating and Optimizing Performance SkillSoft Course	~	1	X
				Leading Teams: Dealing with Conflict SkillSoft Course	~	1	X
				Leading Teams: Managing Virtual Teams SkillSoft Course	~	1	X
				Building Trust Incrementally SkillSoft Business Impact Series	~	0.1	
				Inspiring your Team SkillSoft Business Impact Series		0.1	
				Support Your Leader SkillSoft Business Impact Series		0.1	
				Choosing the Right Team Culture SkillSoft Challenge Series		0.2	
				Managing Communications in a Virtual Team SkillSoft Business Impact Series	~	0.1	
			Creatin	ng a positive work environment			
				Creating and Maintaining a Positive Work Environment SkillSoft Course	~	1	X
			Setting	and Managing Organizational Priorities			
				Setting and Managing Priorities within the Organization: Mission and Goals SkillSoft Course	~	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities SkillSoft Course		1	
				Setting and Managing Priorities within the Organization: Motivation SkillSoft Course		1	
				Setting and Managing Priorities within the Organization: Communication SkillSoft Course		1	
			The Vo	pice of Leadership			
				The Voice of Leadership: Inspirational Leadership SkillSoft Course		1	X
				The Voice of Leadership: Self-assessment and Motivation SkillSoft Course		1	
				The Voice of Leadership: Effective Leadership Communication Strategies SkillSoft Course		1	X
				The Voice of Leadership: The Power of Leadership Messaging SkillSoft Course		1	X
			Employ	vee Engagement			
				The Benefits and Challenges of Engaging Employees SkillSoft Course	,	1	X
				Maintaining an Engaging Organization SkillSoft Course	,	1	+
	Caring About Γ	lirect Depor	te	maintaining an Engaging Organization SkillSoπ Course		_	

Caring About Direct Reports

Attentive to direct reports' lives

Is accessible for discussions on personal and work related problems

Is sensitve to direct reports' plans, problems, desires, concerns and questions

Is straightforward in conversation with direct reports

Monitors workloads and shows appreciation for extra effort

Treats direct reports equitably



Category	Competency	Behavior	Series	Course Title Type	Manag	Duration Hours	Video
				ement Essentials			
				Management Essentials: Directing Others SkillSoft Course	~	1	X
				Management Essentials: Delegating SkillSoft Course	~	1	X
				Management Essentials: Developing Your Direct Reports SkillSoft Course	•	1	X
				Management Essentials: Confronting Difficult Employee Behavior SkillSoft Course	~	1	
				Management Essentials: Managing a Diverse Team SkillSoft Course	~	1	
				Management Essentials: Treating Your Direct Reports Fairly SkillSoft Course	~	1	
				Management Essentials: Caring about Your Direct Reports SkillSoft Course	•	1	
				Managing Fairly SkillSoft Business Impact Series		0.1	
				Employee Dismissal SkillSoft Challenge Series	~	0.25	
				Acting Decisively SkillSoft Challenge Series	•	0.25	
			Employ	yee Engagement			
				The Benefits and Challenges of Engaging Employees SkillSoft Course	~	1	X
				Maintaining an Engaging Organization SkillSoft Course	~	1	
			Creatin	ng a positive work environment			
				Creating and Maintaining a Positive Work Environment SkillSoft Course	~	1	X
			Effectiv	vely Managing Top Performers			
				Engaging Top Performers SkillSoft Course	~	1	
				Retaining Top Performers SkillSoft Course	~	1	
				Overcoming Challenges of Managing Top Performers SkillSoft Course	~	1	
			Comm	unicating with Impact			
				Interpersonal Communication that Builds Trust SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point SkillSoft Course		0.5	X
				Being a Receptive Communication Partner SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace SkillSoft Challenge Series		0.25	
				Making Yourself Approachable SkillSoft Business Impact Series		0.1	

Change Management

Accurately assesses the potential barriers and resources for change initiatives

Develops a change strategy that includes milestones and timelines

Enrolls others in the change process

Envisions and articulates the intended result of the change process

Identifies and enlists allies who support the change process

Provides direction and focus during the change process

Provides resources, removes barriers, and acts as an advocate for those initiating change

Understands and supports the need for change



skills				0. 70		lanager	Duration	
Category	Competency	Behavior			Туре	2	Hours	Video
			wanagi	ng Organizational Change Managing Change: Understanding Change	SkillSoft Course	,	1	
				Managing Change: Orderstanding Change Managing Change: Building Positive Support for Change	SkillSoft Course	,	1	Х
				Managing Change: Dealing Positive Support for Change	SkillSoft Course	,	1	X
				Managing Change: Dealing With Resistance to Change Managing Change: Sustaining Organizational Change	SkillSoft Course	,	1	X
				Communicating Properly during Layoffs	SkillSoft Business Impact Series		0.1	- ~
				Involving Employees in Corporate Change	SkillSoft Business Impact Series	,	0.1	
				Developing People	SkillSoft Business Impact Series SkillSoft Challenge Series		0.25	
				· · · ·		Ť	0.20	-
			Loodon	Beyond Change: Working with Agility ship Essentials	SkillSoft Business Impact Series		0.1	-
			Leader	•	ChillCo & Course	,	1	Х
				Leadership Essentials: Leading Innovation	SkillSoft Course		1	X
				Leadership Essentials: Leading Change	SkillSoft Course		0.1	
				Leading Teams through Change	SkillSoft Business Impact Series		0.1	-
				Leading Change	SkillSoft Challenge Series	,	0.25	-
				Leading Innovation	SkillSoft Challenge Series		0.25	-
			Leadin	g Organizational Change			0.5	V
				The Keys to Sustainable Change	SkillSoft Course	~	0.5	X
				Planning for Change	SkillSoft Course	٧	0.5	X
				Implementing and Sustaining Change	SkillSoft Course	٧	0.5	X
				Instituting a Quality Improvement Program	SkillSoft Challenge Series		0.2	Х
				Managing the Stress of Organizational Change	SkillSoft Business Impact Series		0.1	
				The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
				Developing Organizational Agility	SkillSoft Challenge Series		0.25	
	Developing Otl							
				iring the skills needed for their job				
				the barriers to their growth and development				
				esources for achieving their development goals				
			_	and create development plans				
				situations that foster others' development ot, complete, and "actionable" positive and corrective feedback to others				
				ct, complete, and actionable positive and corrective reedback to others initor others' growth and development				
				r creating a culture that fosters development				
		rakes respo		nance Appraisal Essentials		1		
			remon	Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	,	1	Х
					SkillSoft Course	J	1	X
				Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	Ţ	1	X
			Coochi	Performance Appraisal Essentials: 360-degree Appraisals	SKIIISOTI COUrse	Ť	<u>'</u>	^
			Coacni	ng for Results	ChillCoff Duninger Import Coning	,	0.1	
				The Art of Effective Coaching	SkillSoft Business Impact Series	-	0.1	-
				Coaching	SkillSoft Challenge Series		0.25	



Category Competency	Behavior Series Course Title	Туре	Mana	Duration Hours	Video
	Management Essentials				
	Management Essentials: Directing Others	SkillSoft Course	v	1	X
	Management Essentials: Delegating	SkillSoft Course	~	1	X
	Management Essentials: Developing Your Direct Reports	SkillSoft Course	~	1	X
	Management Essentials: Confronting Difficult Employee Behavior	SkillSoft Course	~	1	
	Management Essentials: Treating Your Direct Reports Fairly	SkillSoft Course	~	1	
	Managing Fairly	SkillSoft Business Impact Series	~	0.1	
	Employee Dismissal	SkillSoft Challenge Series	~	0.25	
	Acting Decisively	SkillSoft Challenge Series	~	0.25	
	Constructive Feedback and Criticism				
	Giving Feedback	SkillSoft Course	~	1	X
	Giving Constructive Criticism	SkillSoft Course	~	1	X
	Receiving Feedback and Criticism	SkillSoft Course	~	1	X
	Criticism in Context	SkillSoft Business Impact Series		0.1	
	Giving Appropriate Feedback	SkillSoft Challenge Series	~	0.25	
	Essential Mentoring Techniques				
	Essential Mentoring Techniques: Mentoring Fundamentals	SkillSoft Course	~	1	X
	Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	SkillSoft Course	~	1	X
	Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	SkillSoft Course	~	1	X
	Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	SkillSoft Course	~	1	X
	Effectively Managing Top Performers				
	Managing Top Performers Is Always EasyRight?	SkillSoft Business Impact Series	~	0.1	
	Recognizing Natural Leaders	SkillSoft Challenge Series		0.3	
	Employee Engagement				
	The Benefits and Challenges of Engaging Employees	SkillSoft Course	~	1	X
	Maintaining an Engaging Organization	SkillSoft Course	~	1	
	Performance Management				
	Planning for Performance	SkillSoft Course	~	1	
	Monitoring and Improving Performance	SkillSoft Course		1	
	Reviewing and Rewarding Performance	SkillSoft Course		1	
	Strategies for Successful Employee On-boarding	Skilloott Godi Go			
	Strategies for Successful Employee Onboarding: An Introduction	SkillSoft Course	,	1	+
			v	1	_
	Strategies for Successful Employee Onboarding: Getting Started	SkillSoft Course		1	-
	Strategies for Successful Employee Onboarding: Assessing Program Success	SkillSoft Course	~	- 1	



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SkillSoft Business Impact Series

SkillSoft Business Impact Series

SkillSoft Business Impact Series



Category Competency Behavior Series Course Title Туре Hours Video Allows others to make mistakes and take risks to learn and grow Delegates responsibility to others based on their ability and potential Encourages others to make their own decisions Encourages others to take responsibility for tasks and projects Gives others the freedom to have control of their tasks and duties Provides guidance and support for others as they take on new challenges Provides others with opportunities that challenge them and develop their capabilities Effective Delegation 0.1 SkillSoft Business Impact Series Delegating Appropriate Tasks 0.25 SkillSoft Challenge Series Developing Employees through Delegation Leadership Essentials Leadership Essentials: Motivating Employees SkillSoft Course Employee Engagement 1 Х The Benefits and Challenges of Engaging Employees SkillSoft Course 1 Maintaining an Engaging Organization SkillSoft Course The Voice of Leadership The Voice of Leadership: Inspirational Leadership SkillSoft Course 1 The Voice of Leadership: Self-assessment and Motivation SkillSoft Course 1 Х The Voice of Leadership: Effective Leadership Communication Strategies SkillSoft Course 1 Х SkillSoft Course The Voice of Leadership: The Power of Leadership Messaging Managerial Courage Communicates assertively Confronts adversity and is energized by challenges Deals effectively with difficult people or situations Encourages direct and tough debate but isn't afraid to end it and move on Holds unpopular position as appropriate Informs colleagues of their standing Leads in a crisis Makes tough decisions Leadership Essentials SkillSoft Course Х Leadership Essentials: Motivating Employees 1 Х SkillSoft Course Leadership Essentials: Communicating Vision Х Leadership Essentials: Building Your Influence as a Leader SkillSoft Course 1 Х Leadership Essentials: Leading with Emotional Intelligence SkillSoft Course 1 Х Leadership Essentials: Leading Business Execution SkillSoft Course 1 Leadership Essentials: Leading Innovation SkillSoft Course 1 SkillSoft Course Leadership Essentials: Leading Change 1 Leadership Essentials: Creating Your Own Leadership Development Plan SkillSoft Course 0.1

Communicating a Shared Vision

Leading Teams through Change

Taking Calculated Risks in Leadership



			Ē	Estimated Duration	
Behavior Series		Туре		Hours	Vide
	Wanted-Innovation Leaders	SkillSoft Business Impact Series	~	0.1	
	Developing a Business Execution Culture	SkillSoft Challenge Series	~		
	Leading Change	SkillSoft Challenge Series	~		
	Leader as Motivator	SkillSoft Challenge Series	~	0.25	
	Leading Innovation	SkillSoft Challenge Series	~	0.25	
	The Emotionally Intelligent Leader	SkillSoft Challenge Series	~	0.25	
	Motivating Human Behavior	SkillSoft Challenge Series		0.5	
Probler	m Solving and Decision-Making Strategies				
	Problem Solving: The Fundamentals	SkillSoft Course	~	1	X
	Problem Solving: Determining and Building Your Strengths	SkillSoft Course	~	1	X
	Problem Solving: Digging Deeper	SkillSoft Course	~	1	
	Decision Making: The Fundamentals	SkillSoft Course	~	1	
	Decision Making: Tools and Techniques	SkillSoft Course	~	1	X
	Decision Making: Making Tough Decisions	SkillSoft Course	~	1	
	Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	~	0.1	
	Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
	Uncovering the Root Problem	SkillSoft Challenge Series	~	0.25	
Critical	Thinking Essentials				
	Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	~	1	X
	Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	~	1	X
	Critical Thinking	SkillSoft Challenge Series	~	0.25	
The Fu	ndamentals of Business Crises Management				
	Demonstrating Accountability in a Crisis Situation	SkillSoft Challenge Series	~	0.25	
	Perseverance and Flexibility in Times of Crisis	SkillSoft Challenge Series	~	0.25	
The Vo	ice of Leadership				
	The Voice of Leadership: Inspirational Leadership	SkillSoft Course	~	1	X
	The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	~	1	
	The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	~	1	X
	The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	~	1	X
Managi	ing during Difficult Times				
	Communicating during Difficult Times	SkillSoft Course	~	1	X
		SkillSoft Course	~	1	Х
		SkillSoft Course		1	Х
Diemie	·	Change in Court			
Distills		SkillSoft Course		1	Х
			-		X
Dizz:	· • • • • • • • • • • • • • • • • • • •	SKIIISOTI COURSE		•	_^
Difficult		0.1115		1	
	i •			1	-
	Having a Difficult Conversation	SkillSoft Course		1	
	Probles Critical The Fu The Vo Managi	Developing a Business Execution Culture Leading Change Leader as Motivator Leading Innovation The Emotionally Intelligent Leader Motivating Human Behavior Problem Solving and Decision-Making Strategies Problem Solving: The Fundamentals Problem Solving: Determining and Building Your Strengths Problem Solving: Digging Deeper Decision Making: The Fundamentals Decision Making: Tools and Techniques Decision Making: Making Tough Decisions Playing the Devil's Advocate in Decision Making Turning Problems Around with Reverse Brainstorming Uncovering the Root Problem Critical Thinking Essentials Critical Thinking Essentials: What Is Critical Thinking? Critical Thinking Essentials: Applying Critical Thinking Skills Critical Thinking In Essentials: Applying Critical Thinking Skills Critical Thinking Essentials: Applying Critical Thinking Skills	Wanted-Innovation Leaders Developing a Business Execution Culture Leading Change Leading Change Leading Change Leading Innovation SkillSoft Challenge Series Leading Innovation The Emotionally Intelligent Leader Motivating Human Behavior SkillSoft Challenge Series Problem Solving and Decision-Making Strategies Problem Solving: Determining and Building Your Strengths Problem Solving: Determining and Building Your Strengths Problem Solving: Dignip Deeper SkillSoft Course Problem Solving: The Fundamentals Problem Solving: Dignip Deeper Decision Making: The Fundamentals SkillSoft Course SkillSoft Course Decision Making: Tools and Techniques Decision Making: Making Tough Decisions Playing the Devil's Advocate in Decision Making SkillSoft Course Playing the Devil's Advocate in Decision Making SkillSoft Business Impact Series Uncovering the Root Problem Critical Thinking Essentials Critical Thinking Essentials: What is Critical Thinking? SkillSoft Business Impact Series Critical Thinking Essentials: Applying Critical Thinking? SkillSoft Course Critical Thinking Essentials: Applying Critical Thinking Skills The Fundamentals of Business Crises Management Demonstrating Accountability in Crisis Situation SkillSoft Challenge Series The Voice of Leadership: In Spirational Leadership The Voice of Leadership: Effective Leadership Communication Strategies The Voice of Leadership: The Power of Leadership Communication Strategies Namaging during Difficut Times SkillSoft Course Managing Attudes during Difficut Times Managing Resources during Difficut Times SkillSoft Course SkillSoft Course Managing to Dismissa an Employee Preparing to Dismissa of an Employee Pisparing to Dismissal of an Employee Pisparing to Dismissal of an Employee	Wanted-Innovation Leaders SkillSoft Business Impact Series Developing a Business Execution Culture SkillSoft Challenge Series Value Val	Behavior Series Course Title Vigo Still Mours Wanted-Annovation Leaders Developing a Business Execution Culture SkillSoft Business impact Series v

skills ff

Category Competency Behavior Series Course Title

Managing Performance

Addresses performance problems promptly

Adjusts work activity and desired outcomes based on changes in business strategy

Closely monitors the quality and quantity of performance

Develops clear, detailed plans that break complex projects into their components parts, each with its own timeline

Establishes means of measuring performance and objectives

Gives performance feedback to others

Seeks performance feedback from others

Tracks progress on clear, well-defined desired outcomes for work activity

Track	ks progress on clear, well-defined desired outcomes for work activity				
	Constructive Feedback and Criticism				
	Giving Feedback	SkillSoft Course	~	1	X
	Giving Constructive Criticism	SkillSoft Course	~	1	X
	Receiving Feedback and Criticism	SkillSoft Course	~	1	X
	Criticism in Context	SkillSoft Business Impact Series		0.1	
	Giving Appropriate Feedback	SkillSoft Challenge Series	~	0.25	
	Performance Appraisal Essentials				
	Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	~	1	X
	Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	~	1	X
	Performance Appraisal Essentials: 360-degree Appraisals	SkillSoft Course	~	1	X
	Managing Problem Performance				
	Recognizing and Diagnosing Problem Performance	SkillSoft Course	~	1	
	First Steps for Turning Around a Performance Problem	SkillSoft Course	~	1	X
	Using Progressive Discipline to Correct Problem Performance	SkillSoft Course	~	1	X
	Preventing Problem Performance	SkillSoft Course	~	1	X
	Underperforming Employee - Now What?	SkillSoft Business Impact Series	~	0.1	
	Managing Performance	SkillSoft Challenge Series	~	0.25	
	Performance Management				
	Planning for Performance	SkillSoft Course	~	1	
	Monitoring and Improving Performance	SkillSoft Course	~	1	
	Reviewing and Rewarding Performance	SkillSoft Course	~	1	

Motivating Others

Acknowledges achievements and contributions of others

Communicates a vision of excellence for others that motivates them to improve

Encourages others to do their best

Helps others identify their wants and needs

Helps others see the personal benefits of doing their job well

Looks for and uses new, creative ways to motivate others

Promptly recognizes and tackles morale problems

Uses a variety of approaches to energize and inspire others



Category	Competency	Behavior	Series Course Title	Туре	Mana	Duration Hours	Video
			Coaching for Results				
			The Art of Effective Coaching	SkillSoft Business Impact Series	~	0.1	
			Coaching	SkillSoft Challenge Series	~	0.25	
			Leadership Essentials				
			Leadership Essentials: Motivating Employees	SkillSoft Course	~	1	X
			Leadership Essentials: Communicating Vision	SkillSoft Course	~	1	X
			Leadership Essentials: Building Your Influence as a Leader	SkillSoft Course	~	1	X
			Leadership Essentials: Leading with Emotional Intelligence	SkillSoft Course	~	1	X
			Leadership Essentials: Leading Business Execution	SkillSoft Course	~	1	X
			Leadership Essentials: Leading Innovation	SkillSoft Course	~	1	X
			Leadership Essentials: Leading Change	SkillSoft Course	~	1	X
			Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	~	1	
			Communicating a Shared Vision	SkillSoft Business Impact Series	v	0.1	
			Leading Teams through Change	SkillSoft Business Impact Series	~	0.1	
			Knowing When to Take Leadership Risks	SkillSoft Business Impact Series	~	0.1	
			Wanted-Innovation Leaders	SkillSoft Business Impact Series	~	0.1	
			Developing a Business Execution Culture	SkillSoft Challenge Series	~	0.25	
			Leading Change	SkillSoft Challenge Series	~	0.25	
			Leader as Motivator	SkillSoft Challenge Series	~	0.25	
			Leading Innovation	SkillSoft Challenge Series	~	0.25	
			The Emotionally Intelligent Leader	SkillSoft Challenge Series	~	0.25	
			Motivating Human Behavior	SkillSoft Challenge Series		0.5	
			Crafting an Organizational Vision	SkillSoft Challenge Series	~	0.25	
			Leading Teams				
			Leading Teams: Motivating and Optimizing Performance	SkillSoft Course	~	1	X
			Leading Teams: Dealing with Conflict	SkillSoft Course	~	1	X
			Employee Engagement				
			The Benefits and Challenges of Engaging Employees	SkillSoft Course	v	1	X
			Maintaining an Engaging Organization	SkillSoft Course	v	1	
			The Voice of Leadership				
			The Voice of Leadership: Inspirational Leadership	SkillSoft Course	~	1	Х
			The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course		1	
			The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course		1	X
			The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	v	1	Х

Category Competency Behavior Series Course Title

Visionary Leadership

Develops an inspiring personal, group, or business vision

Develops corporate values, principles, and competencies that support the mission and vision

Ensures that the organization's strategic plan and business practices are consistent with its vision and mission

Explains the vision and mission to others within and outside of the company

Helps others translate the vision and mission into day-to-day activities and behaviors

Identifies and addresses barriers to achieving the vision

Models behaviors that support the company vision

Recognizes the efforts of others who demonstrate support of the vision and mission

Leadership Essentials				
Leadership Essentials: Motivating Employees	SkillSoft Course	~	1	X
Leadership Essentials: Communicating Vision	SkillSoft Course	~	1	X
Leadership Essentials: Building Your Influence as a Leader	SkillSoft Course	~	1	X
Leadership Essentials: Leading with Emotional Intelligence	SkillSoft Course	~	1	Х
Communicating a Shared Vision	SkillSoft Business Impact Series	~	0.1	
Crafting an Organizational Vision	SkillSoft Challenge Series	~	0.25	
Business Execution				
Business Execution: Understanding the Fundamentals	SkillSoft Course	~	1	
Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	~	1	
Business Execution: Linking Strategy to People and Operations	SkillSoft Course	~	1	
Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	~	1	
Fostering a Business Execution Culture	SkillSoft Business Impact Series	~	0.1	
Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	~	0.1	
The Voice of Leadership				
The Voice of Leadership: Inspirational Leadership	SkillSoft Course	~	1)
The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	~	1	
The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	~	1)
The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course		1	7

Operations

Concern for Quality

Carefully prepares materials, approaches, and resources

Checks accuracy of own work

Creates standards of quality for the organization

Does not accept anything but the highest quality work

Encourages people to maintain high standards of quality and thoroughness

Follow procedures to ensure quality output

Monitors accuracy and quality of others' work and takes action to correct mistakes

Uses a system to organize and track quality

Estimated
Duration
Hours

Type

Video



Category	Competency	Behavior Series	s Course Title	Туре	Manag	Duration Hours	Video
		Certifi	ied Manager of Quality/Organizational Excellence				
			Leadership	SkillSoft Course	~	2.5	
			Team Dynamics	SkillSoft Course	~	2	
			Developing and Deploying Strategic Plans	SkillSoft Course	~	2.5	
			Managerial Skills and Abilities	SkillSoft Course	~	2.5	
			Communication Skills and Project Management	SkillSoft Course	~	2	
			Quality Systems, Models, and Theories	SkillSoft Course	~	2	
			Problem Solving and Process Management Tools	SkillSoft Course	~	2.5	
			Measurement: Assessment and Metrics	SkillSoft Course	~	1.5	
			Customer Focused Management	SkillSoft Course	~	2.5	
			Supply Chain Management	SkillSoft Course	~	1.5	
			Training and Development	SkillSoft Course	~	2	
		Opera	ations Management			1	
			Operations Management: Management of Quality	SkillSoft Course		1	
	Process Manag	oment					V .

Process Management

Breaks complex processes into more simple tasks and functions

Commits to common systems for designing and measuring work processes

Creates an effective work flow that effectively coordinates and integrates tasks and functions

Dedicated to continuous improvement

Establishes the processes necessary to achieve the desired results

Identifies and addresses process problems promptly

 $Identifies and \ takes \ advantage \ of \ opportunities \ to \ accomplish \ multiple \ objectives \ and \ obtain \ synergies \ through \ process \ development \ and \ management$

Is willing to re-engineer processes from scratch

Measures the right things to evaluate how fast and how well resources are utilized and results accomplished

Optimally organizes people and activities to accomplish results

Seeks to reduce variances in organization processes

Sets clear, well-defined desired outcomes for work activity

Certified Manager of Quality/Organizational Excellence		
Leadership	SkillSoft Course	2.5
Team Dynamics	SkillSoft Course	2
Developing and Deploying Strategic Plans	SkillSoft Course	2.5
Managerial Skills and Abilities	SkillSoft Course	2.5
Communication Skills and Project Management	SkillSoft Course	2
Quality Systems, Models, and Theories	SkillSoft Course	2
Problem-Solving and Process Management Tools	SkillSoft Course	2.5
Measurement: Assessment and Metrics	SkillSoft Course	1.5
Customer-Focused Management	SkillSoft Course	2.5
Supply Chain Management	SkillSoft Course	1.5
Training and Development	SkillSoft Course	2



Category	Competency	Behavior	Series Course Title	e	Туре	Mans	Duration Hours	Video
			Operations Manage	ement				
			Operations I	Management and the Organization	SkillSoft Course	~	1	
			Operations I	Management: Product and Service Management	SkillSoft Course	~	1	
			Operations &	and Supply Chain Management	SkillSoft Course	~	1	
			Operations I	Management: Inventory Management	SkillSoft Course	~	1	
			Operations N	Management: Forecasting and Capacity Planning	SkillSoft Course	~	1	
			Operations N	Management: Operations Scheduling	SkillSoft Course	~	1	
			Operations I	Management: Management of Quality	SkillSoft Course	~	1	
			Operations N	Management: Facilities Planning and Management	SkillSoft Course	~	1	
			lanaging Custome	er-Driven Process Improvement				
			Customer-dr	riven Process Improvement: Basic Framework	SkillSoft Course	~	1	
			Customer-dr	riven Process Improvement: Identifying Customer Needs	SkillSoft Course	~	1	
			Customer-dr	riven Process Improvement: From Customer Needs to Process Requirements	SkillSoft Course	,	1	
			Customer-Dr	riven Process Improvement: Mapping and Measuring Processes	SkillSoft Course	v	1	
			Customer-dr	riven Process Improvement: Analyzing Process Problems	SkillSoft Course	~	1	X
			Customer-Dr	riven Process Improvement: Identifying Improvement Ideas and Solutions	SkillSoft Course	~	1	X
				riven Process Improvement: Implementing and Maintaining Improvements	SkillSoft Course	~	1	

Production Efficiency

Asks for help as necessary

Assigns and utilizes resources effectively

Breaks down projects into component tasks

Gives accurate and effective instructions to maximize productivity

Identifies and uses appropriate resources

Plans, prioritizes, and organizes tasks

Schedules time appropriately to accomplish objectives

Stays focused and avoids distractions

Effective Time Management				
Setting and Managing Priorities	SkillSoft Challenge Series	~	0.25	
Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	~	0.1	
Coping with Information Overload	SkillSoft Business Impact Series		0.1	
Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	~	0.1	
Getting Time Under Control	SkillSoft Challenge Series		0.25	
Doing Business Professionally				
Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
Setting and Managing Organizational Priorities				
Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	~	1	
Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	~	1	
Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	~	1	



ategory	Competency	Behavior S	ieries Course Title	Туре	Manage	Estimated Duration Hours	Vide
			Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	٧.	1	
		P	ersonal Productivity Improvement				
			Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	~	1	
			Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	~	1	
			Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	~	1	
		Т	ime Management				
			Time Management: Too Much to Do and Too Little Time	SkillSoft Course	~	0.5)
			Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	~	0.5)
			Time Management: Ready, SetFOCUS!	SkillSoft Course	~	0.5	
			The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
	Remote Admir	istration					
		Designs proces	sses which allow managing from a distance				
		Impacts people	and results from a distance				
			e and results from a distance igh hands-off methods				
		Manages throu					
		Manages throu Orchestrates o	gh hands-off methods				
		Manages throu Orchestrates o	gh hands-off methods bjectives through direct reports remotely	SkillSoft Course	~	1	
		Manages throu Orchestrates o	igh hands-off methods bjectives through direct reports remotely eading Teams	SkillSoft Course SkillSoft Business Impact Series		1 0.1	
		Manages throu Orchestrates o L	gh hands-off methods bjectives through direct reports remotely eading Teams Leading Teams: Managing Virtual Teams			1 0.1	
		Manages throu Orchestrates o L	igh hands-off methods bjectives through direct reports remotely eading Teams Leading Teams: Managing Virtual Teams Managing Communications in a Virtual Team			1 0.1	

Building Organizational Commitment

Aligns oneself and encourages others to align with company decisions and objectives

Defends the organization and its leaders against actions that undermine the company vision and mission

Develops and implements programs to create unity and build commitment

Ensures that company policy, practices, and procedures are followed

Expresses support for the organization's welfare

Identifies and corrects problems affecting employee loyalty and commitment

Sets personal goals and objectives to help the organization achieve its objectives

Takes responsibility for building loyalty and commitment throughout the organization

Tanas rasportation of the same range of the same				
Performance Appraisal Essentials				
Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	~	1	X
Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	~	1	X
Performance Appraisal Essentials: 360-degree Appraisals	SkillSoft Course	~	1	X
Business Ethics				
Introduction to Workplace Ethics	SkillSoft Course	~	1	
Developing a Code of Ethical Conduct	SkillSoft Course	~	1	X
Ethical Decision-making in the Workplace	SkillSoft Course	~	1	X



skills \ ft			anage	Estimated Duration	
ategory Competency I	Behavior Series		ž	Hours	Vid
		Ethics, Integrity, and Trust SkillSoft Challenge Series	~	0.25	
		The Ethics Enigma SkillSoft Challenge Series	~	0.25	
	Develop	ping Strategic Thinking Acumen			
		Developing the Capacity to Think Strategically SkillSoft Course	~	1	
		Developing the Strategic Thinking Skill of Seeing the Big Picture SkillSoft Course	~	1	
		Using Strategic Thinking Skills SkillSoft Course	~	1	
		Leading Outside the Organization SkillSoft Business Impact Series	~	0.1	
		Effective Critical Analysis of Business Reports SkillSoft Business Impact Series	~	0.1	
		Returning to Core Competencies SkillSoft Business Impact Series	~	0.1	
		Competitive Awareness and Strategy SkillSoft Challenge Series	~	0.25	
		Final Exam: Developing Strategic Thinking Acumen SkillSoft Final Exams	~	0.6	
	Busine	ss Execution			
		Business Execution: Understanding the Fundamentals SkillSoft Course	~	1	
		Business Execution: Crafting a Business Strategy that Executes SkillSoft Course	~	1	
		Business Execution: Linking Strategy to People and Operations SkillSoft Course	~	1	
		Business Execution: Monitoring and Evaluating Initiatives SkillSoft Course	~	1	
		Fostering a Business Execution Culture SkillSoft Business Impact Series	~	0.1	
		Performance Dashboard or Scorecard? SkillSoft Business Impact Series	~	0.1	
	Leader	ship Essentials			
		Leadership Essentials: Motivating Employees SkillSoft Course	~	1	
		Leadership Essentials: Communicating Vision SkillSoft Course	~	1	
		Communicating a Shared Vision SkillSoft Business Impact Series	~	0.1	
		Leading Teams through Change SkillSoft Business Impact Series	~	0.1	
		Knowing When to Take Leadership Risks SkillSoft Business Impact Series	~	0.1	
		Wanted-Innovation Leaders SkillSoft Business Impact Series	~	0.1	
		Developing a Business Execution Culture SkillSoft Challenge Series	~	0.25	
		Leading Change SkillSoft Challenge Series	~	0.25	
		Leader as Motivator SkillSoft Challenge Series	~	0.25	
		Leading Innovation SkillSoft Challenge Series	~	0.25	
		The Emotionally Intelligent Leader SkillSoft Challenge Series	~	0.25	
		Motivating Human Behavior SkillSoft Challenge Series		0.5	
	Employ	vee Engagement			
	, ,	The Benefits and Challenges of Engaging Employees SkillSoft Course		1	
		Maintaining an Engaging Organization SkillSoft Course	,	1	



Category	Competency	Behavior Se	ries Course Title	Туре	Mana	Duration Hours	Video
		Doi	ng Business Professionally				
			Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
			Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
			Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
		Org	ganizational Behavior				
			Fundamentals of Organizational Behavior for the Individual	SkillSoft Course	~	1	
			Fundamentals of Organizations – Groups	SkillSoft Course	~	1	X
			Understanding Organizational Power and Politics	SkillSoft Course	~	1	
			Organizational Structure and Employee Behavior	SkillSoft Course	~	1	
			Organizational Behavior: Dynamics of a Positive Organizational Culture	SkillSoft Course	~	1	
			Final Exam: Organizational Behavior	SkillSoft Final Exams	~	1	

Entrepreneurial Orientation

Accurately analyzes and evaluates the pros, cons, and business risks associated with new business initiatives

Communicates business opportunities to those who can effectively develop them

Develops processes that facilitate an entrepreneurial focus in the organization

Knowledgeable about how organizations work

Promptly acts on business opportunities to maximize profitability

Proposes innovative business initiatives to senior management, potential oustomers, suppliers, and business partners

Regularly looks for new opportunities

Takes significant calculated risks to achieve business goals

Understands key policies, practices, and procedures

Generating Creative & Innovative Ideas				
Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	~	1	
Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	~	1	X
Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	~	1	X
Executing Innovation	SkillSoft Business Impact Series	~	0.1	
Managing Customer-Driven Process Improvement				
Customer-driven Process Improvement: Basic Framework	SkillSoft Course	~	1	
Customer-driven Process Improvement: Identifying Customer Needs	SkillSoft Course	~	1	
Customer-driven Process Improvement: From Customer Needs to Process Requirements	SkillSoft Course	~	1	
Customer-Driven Process Improvement: Mapping and Measuring Processes	SkillSoft Course	~	1	
Customer-driven Process Improvement: Analyzing Process Problems	SkillSoft Course	•	1	X
Customer-Driven Process Improvement: Identifying Improvement Ideas and Solutions	SkillSoft Course	•	1	Х
Customer-driven Process Improvement: Implementing and Maintaining Improvements	SkillSoft Course	~	1	



skills \ ft				Estimated Duration	
ategory Competency Behavior	r Series Course Title	Туре	Σ	Hours	Vid
	Developing Strategic Thinking Acumen		\vdash		+-
	Developing the Capacity to Think Strategically	SkillSoft Course	~	1	-
	Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	~	1	+
	Using Strategic Thinking Skills	SkillSoft Course	~	1	
	Leading Outside the Organization	SkillSoft Business Impact Series	~	0.1	_
	Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	~	0.1	
	Returning to Core Competencies	SkillSoft Business Impact Series	~	0.1	1
	Competitive Awareness and Strategy	SkillSoft Challenge Series	~	0.25	
	Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	~	0.6	
	Risk Management		Ш		
	Risk Management: Identifying Risk	SkillSoft Course	~	1	
	Risk Management: Assessing Risk	SkillSoft Course	~	1	
	Risk Management: Dealing with Risk	SkillSoft Course	~	1	
	Final Exam: Risk Management	SkillSoft Final Exams	~	0.6	
	Leadership Essentials		Ш		
	Leadership Essentials: Motivating Employees	SkillSoft Course	~	1)
	Leadership Essentials: Communicating Vision	SkillSoft Course	~	1)
	Leadership Essentials: Leading Business Execution	SkillSoft Course	~	1)
	Leadership Essentials: Leading Innovation	SkillSoft Course	v	1)
	Leadership Essentials: Leading Change	SkillSoft Course	~	1)
	Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	~	1	
	Communicating a Shared Vision	SkillSoft Business Impact Series	~	0.1	
	Leading Teams through Change	SkillSoft Business Impact Series	~	0.1	
	Knowing When to Take Leadership Risks	SkillSoft Business Impact Series	~	0.1	
	Wanted-Innovation Leaders	SkillSoft Business Impact Series		0.1	
	Developing a Business Execution Culture	SkillSoft Challenge Series		0.25	
	Leading Change	SkillSoft Challenge Series	v	0.25	
	Leader as Motivator	SkillSoft Challenge Series	~	0.25	\prod
	Leading Innovation	SkillSoft Challenge Series	~	0.25	Ţ
	The Emotionally Intelligent Leader	SkillSoft Challenge Series	~	0.25	
	Motivating Human Behavior	SkillSoft Challenge Series		0.5	
	Crafting an Organizational Vision	SkillSoft Challenge Series	,	0.25	
	Craπing an Organizational Vision Creating a positive work environment	Skillsoft Challetige Series	+		+
	Creating a positive work environment Creating and Maintaining a Positive Work Environment	SkillSoft Course	,	1	,



Category	Competency	Behavior	Series	Course Title Type	Mana	Duration Hours	Video
			Setting	and Managing Organizational Priorities			
				Setting and Managing Priorities within the Organization: Mission and Goals SkillSoft Course	~	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities SkillSoft Course	~	1	
				Setting and Managing Priorities within the Organization: Motivation SkillSoft Course	•	1	
				Setting and Managing Priorities within the Organization: Communication SkillSoft Course	•	1	
			The Vo	pice of Leadership			
				The Voice of Leadership: Inspirational Leadership SkillSoft Course		1	X
				The Voice of Leadership: Self-assessment and Motivation SkillSoft Course	~	1	
				The Voice of Leadership: Effective Leadership Communication Strategies SkillSoft Course	~	1	X
				The Voice of Leadership: The Power of Leadership Messaging SkillSoft Course	~	1	X
			Busine	ss Planning Essentials			
				Business Planning Essentials: Preparing a Business Plan SkillSoft Course	~	1	
				Business Planning Essentials: Performing Key Analyses SkillSoft Course	~	1	
				Business Planning Essentials: Preparing for Implementation SkillSoft Course	~	1	
				Final Exam: Business Planning Essentials SkillSoft Final Exams	~	0.6	
			Issue-f	focused Negotiation			
				Issue-focused Negotiation: Are You Ready? SkillSoft Course	~	0.5	X
				You and Your Negotiating Counterpart SkillSoft Course	~	0.5	X
				Reaching a Negotiated Agreement SkillSoft Course	~	0.5	X
				Effective Body Language in Negotiations SkillSoft Business Impact Series	~	0.1	
				Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series		0.25	

Decides on the best approach for recruiting and attracting prospective candidates

Establishes job requirements or competencies for individual jobs or job families based on legally defensible procedures

Establishes selection systems that consistently result in superior performers being hired

Evaluates candidates based on the criteria that determine job performance

Hires variety and diversity without regard to class

Links business strategy and projected financial performance to hiring forecasts and selection systems

Makes hiring decisions based on qualifications, fit, and competency as opposed to who is "liked"

Structures the interview process to assess candidates well

Uses a variety of assessment tools and tests to assess candidate's capability and competence

Essentials of Interviewing and Hiring				
Essentials of Interviewing and Hiring: Screening Applicants for Interviewing	SkillSoft Course	~	1	
Essentials of Interviewing and Hiring: Preparing to Interview	SkillSoft Course	~	1	X
Essentials of Interviewing and Hiring: Conducting an Effective Interview	SkillSoft Course	~	1	X
Essentials of Interviewing and Hiring: Behavioral Interview Techniques	SkillSoft Course	v	1	X



Category	Competency	Behavior	Series	Course Title Type	Mana	Duration Hours	Video
				Essentials of Interviewing and Hiring: Selecting the Right Candidate SkillSoft Course	~	1	Х
				Conducting Interviews: Asking the Right Questions SkillSoft Business Impact Serie	s ,	0.1	
				Hiring a New Employee SkillSoft Challenge Series		0.25	
				Guarding against Interviewing Biases SkillSoft Business Impact Serie	s ,	0.1	
				Hiring Strategic Thinkers SkillSoft Challenge Series		0.25	
			Recruit	ting and Retention Strategies			
				Recruiting Talent SkillSoft Course		2	
				Retaining Your Talent Pool SkillSoft Course		2	
				Aligning Recruitment to Job Requirements SkillSoft Business Impact Serie	s ,	0.1	
				Surviving the Talent Crunch SkillSoft Challenge Series		0.2	
				Preventing High Turnover Rates: How to Keep the Best SkillSoft Business Impact Serie	s ,	0.1	
				Disciplines of Organizational Learning: Personal Mastery SkillSoft Business Impact Serie	s ,	0.1	
				Final Exam: Recruiting and Retention Strategies SkillSoft Final Exams	~	0.8	

Personal Interaction

Approachability

Is warm, pleasant, and gracious

Listens well

Puts others at ease

Understanding of interpersonal anxieties of others

Listening Essentials		1		
Listening Essentials: The Basics of Listening	SkillSoft Course	~	1	X
	SkillSoft Course	~	1	X
Listening Essentials: Improving Your Listening Skills Emotional Intelligence Essentials What is Emotional Intelligence? Improving Your Emotional Intelligence Skills: Self-awareness and Self-management Using Emotional Intelligence on the Job SkillSoft Course V How High Is Your EQ? Communicate with Diplomacy and Tact The Impact of Situation and Style When Communicating with Diplomacy and Tact SkillSoft Course V SkillSoft Course V SkillSoft Course V				
What is Emotional Intelligence?	SkillSoft Course	~	1	X
Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	~	1	X
	SkillSoft Course	~	1	X
How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
Communicate with Diplomacy and Tact				
The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	~	1	X
Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	~	1	X
Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	~	1	X
Professional Networking Essentials				
Professional Networking Essentials: Finding Opportunities To Make Connections	SkillSoft Course	~	1	X
Professional Networking Essentials: Developing Confidence	SkillSoft Course	~	1	X
Communicating with Impact				
Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
Being a Receptive Communication Partner	SkillSoft Course		0.5	X
Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X



	SOFT				anag	Estimated Duration	
tegory	Competency	Behavior	Series Course Title	Туре	ž	Hours	Vid
			Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
			Making Yourself Approachable	SkillSoft Business Impact Series	Ш	0.1	
	Boss Relations						
			ound senior management				
			respectable bosses				
			ccessfully with bosses through appropriate communication and responding to their needs				
			ortlessly to senior managers				
			allenges well				
			responds well to bosses s senior managers' motivation				
		Welcomes o					
		Welcomeso	Communicating Effectively with the "C" Level		1 1		
			Preparing to Communicate Effectively at the "C" Level	SkillSoft Course		1	
			Techniques for Communicating Effectively with Senior Executives	SkillSoft Course		1	
			Managing Your Career	Oranoott Course		•	
			Managing Your Career: You and Your Boss	SkillSoft Course		1	
			Communicate with Diplomacy and Tact	Skinovit obulgo			
			The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course		1	
			Strategies for Communicating with Tact and Diplomacy	SkillSoft Course		1	
	Conflict Manag	Assesses sit	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict	SkillSoft Course	~	1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo	Delivering a Difficult Message with Diplomacy and Tact		•	1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption		~	1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably			1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption putes equitably Workplace Conflict	SkillSoft Course	~	1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict	SkillSoft Course SkillSoft Course			
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption putes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts	SkillSoft Course SkillSoft Course SkillSoft Course		1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series	•	1 1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series	•	1 1 0.1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series	***	1 1 0.1 0.3	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series	***	1 1 0.1 0.3	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption putes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams Leading Teams: Dealing with Conflict	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series	***	1 1 0.1 0.3 0.25	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series	***	1 1 0.1 0.3 0.25	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption uputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams Leading Teams: Dealing with Conflict Making Cross-Functional Teams Work Cross-functional Team Fundamentals	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Challenge Series	*	1 1 0.1 0.3 0.25	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption uputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams Leading Teams: Dealing with Conflict Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Key Strategies for Managing Cross-functional Teams	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course	*	1 1 0.1 0.3 0.25	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption sputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams Leading Teams: Dealing with Conflict Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course	*	1 1 0.1 0.3 0.25 1	
	Conflict Manag	Assesses sit Creates opp Diffuses high Finds commo Listens well	Delivering a Difficult Message with Diplomacy and Tact uations quickly ortunity out of conflict n-tension situations easily on ground and minimizes disruption uputes equitably Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict Workplace Conflict: Strategies for Resolving Conflicts Confrontation: What's the Best Approach Coping with Accusations in the Workplace Managing Conflict Leading Teams Leading Teams: Dealing with Conflict Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Key Strategies for Managing Cross-functional Teams	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 1 0.1 0.3 0.25 1	



SKIII		Rohavies	Series Course Title	Туре	Vanager	Estimated Duration Hours	Video
Category	Competency	Denavior	Listening Essentials	Туре		nours	vide
			Listening Essentials: The Basics of Listening	SkillSoft Course	,	1	Х
			Listening Essentials: Improving Your Listening Skills	SkillSoft Course	,	1	X
			Effective Listening	SkillSoft Challenge Series	,	0.25	
			Difficult Conversations	Skillsoft challenge series	i		
			Preparing for a Difficult Conversation	SkillSoft Course	,	1	
			Having a Difficult Conversation	SkillSoft Course		1	
				SkillSoft Course	Ţ	1	
	General Comn	nunication	Handling Difficult Conversations Effectively	SKIIISOTI Course	Ť	'	
	General Comm		eaning and intent of others' communication when it is unclear				
			entify and utilize effective communication channels and methods				
			unication to the level and experience of the audience				
			es, visuals, and other techniques to effectively communicate complex ideas				
			E-mail Essentials for Business				
			Using E-mail and Instant Messaging Effectively	SkillSoft Course	,	1	
			Addressing and Redistributing E-mail	SkillSoft Course	,	1	
			Managing Your E-mail	SkillSoft Course		1	
			Business Writing Basics				
			Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	,	1	
			Business Writing: How to Write Clearly and Concisely	SkillSoft Course		1	
			Business Writing: Editing and Proofreading	SkillSoft Course		1	
			Writing for Business	SkillSoft Business Impact Series		0.1	
			Written Communication	SkillSoft Challenge Series		0.25	
			Business Grammar Basics				
			Business Grammar: Parts of Speech	SkillSoft Course		1	
			Business Grammar: Working with Words	SkillSoft Course	,	1	
			Business Grammar: The Mechanics of Writing	SkillSoft Course		1	
			Business Grammar: Punctuation	SkillSoft Course	,	1	
			Business Grammar: Sentence Construction	SkillSoft Course	,	1	
			Business Grammar: Common Usage Errors	SkillSoft Course		1	
			Fundamentals of Cross Cultural Communication				
			Culture and Its Effect on Communication	SkillSoft Course	,	1	Х
			Communicating Across Cultures	SkillSoft Course		1	Х
			Improving Communication in Cross-cultural Relationships	SkillSoft Course		1	Х
			Communicating with a Cross-cultural Audience	SkillSoft Business Impact Series	,	0.1	
			Dispute Resolution in International Contracts	SkillSoft Challenge Series	,	0.2	
			Basic Presentation Skills				
			Basic Presentation Skills: Planning a Presentation	SkillSoft Course		1	Х
			Basic Presentation Skills: Creating a Presentation	SkillSoft Course		1	Х
			Basic Presentation Skills: Delivering a Presentation	SkillSoft Course		1	Х



SKIIIS					hage	Estimated Duration	
Category (Competency	Behavior	Series Course Title	Туре	Mar	Hours	Vide
			Communicate with Diplomacy and Tact				
			The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	~	1	X
			Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	~	1	X
			Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	~	1	X
			Doing Business Professionally				
			Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
			Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
			Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
			Communicating Effectively with the "C" Level				
			Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	~	1	X
			Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	~	1	X
			Difficult Conversations				
			Preparing for a Difficult Conversation	SkillSoft Course		1	
			Having a Difficult Conversation	SkillSoft Course		1	
			Handling Difficult Conversations Effectively	SkillSoft Course		1	
			Communicating with Impact	Chilicolt Course			
			Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	Х
			Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	Х
			Being a Receptive Communication Partner	SkillSoft Course		0.5	Х
			Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	Х
			Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
			Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Н	umor		making Fourson Approachable	Okinoon Dusiness impact cones			
	L	augh at him	sitive and constructive sense of humor n'herself and with others to ease tension appropriately				
			Doing Business Professionally				
			Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	Х
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
			Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
			Using Business Etiquette to Build Professional Relationships	SkillSoft Course	*	1	X
			Communicating with Impact				
			Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
			Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	Х
			Being a Receptive Communication Partner	SkillSoft Course		0.5	X
			Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
			Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
			Making Yourself Approachable	SkillSoft Business Impact Series		0.1	



Category Competency Behavior Series Course Title Influencing Others

Anticipates reactions and objections and plans how to overcome them

Builds alliances and enlists third party support and outside resources

Demonstrates how one's position benefits the audience

Develops and presents persuasive arguments to address the concerns, wants, and needs of others

Elicits and responds to objections

Identifies key decision-makers and the people that influence them

Presents one's point of view in a way that enlists others' support

Uses new information or approaches to overcome major resistance or objections

Getting Results without Direct Authority				
Getting Results without Authority: Building Relationships and Credibility	SkillSoft Course	~	1	X
Getting Results without Direct Authority: Reciprocity	SkillSoft Course	~	1	X
Getting Results without Authority: Persuasive Communication	SkillSoft Course	~	1	X
Getting Results without Direct Authority: Influencing Your Boss	SkillSoft Course	~	1	X
Influencing Key Decision Makers	SkillSoft Business Impact Series	~	0.1	
Influence and Persuasion	SkillSoft Challenge Series	~	0.25	
Communicate with Diplomacy and Tact				
The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	~	1	X
Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	~	1	X
Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	~	1	X
Communicating with Impact				
Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
Communication Methods that Make Sense - and Make Your Point	SkillSoft Course		0.5	X
Being a Receptive Communication Partner	SkillSoft Course		0.5	X
Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Issue-focused Negotiation				
Issue-focused Negotiation: Are You Ready?	SkillSoft Course		0.5	X
You and Your Negotiating Counterpart	SkillSoft Course		0.5	X
Reaching a Negotiated Agreement	SkillSoft Course		0.5	X
Effective Body Language in Negotiations	SkillSoft Business Impact Series	~	0.1	
Vendor Negotiations: Choosing the Best Approach	SkillSoft Challenge Series	~	0.25	

Informing

Encourages responsibility through purposeful communication

Ensure that regular communication occurs based on the needs of the project or the individual

Is timely with information

Provides all facts for accurate decision making

Provides pertinent information to accomplish goals



_					ana	Duration	
Category	Competency	Behavior	Series Course Title	Туре	Σ	Hours	Video
			Communicate with Diplomacy and Tact				
			The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	~	1	X
			Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	~	1	X
			Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	•	1	X
			Communicating Effectively with the "C" Level				
			Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	v	1	X
			Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	~	1	X
			Communicating with Impact				
			Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
			Communication Methods that Make Sense - and Make Your Point	SkillSoft Course		0.5	X
			Being a Receptive Communication Partner	SkillSoft Course		0.5	X
			Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
			Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
			Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
	Internergonal	Nwarenees					

Interpersonal Awareness

Approaches colleagues about sensitive issues in non-threatening ways

Asks questions to clarify others' concerns and feelings

Empathizes with the emotions of others

Is available and helpful with colleagues' work and non-work problems

Listens attentively to peoples' ideas and concerns

Plans and prepares by anticipating others' reactions

Responds to others' unspoken concerns and feelings

Responds to others' verbalized concerns and feelings

Uses non-verbal dues and body language to identify and interpret others' concerns and feelings

Peer Relationships				
The Value of Peer Relationships	SkillSoft Course	~	1	X
Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	~	1	X
Forming Peer Relationships and Alliances at Work	SkillSoft Course	~	1	X
Building Better Relationships through Understanding	SkillSoft Challenge Series	~	0.25	
Building Peer Relationships	SkillSoft Challenge Series		0.25	
Emotional Intelligence Essentials				
What is Emotional Intelligence?	SkillSoft Course	~	1	X
Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	~	1	X
Using Emotional Intelligence on the Job	SkillSoft Course	~	1	X
How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
Communicate with Diplomacy and Tact				
The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	~	1	X
Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	~	1	X
Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	v	1	X



ategory	Competency	Bohaujor	Series Course Title Type	Wanag	Estimated Duration Hours	Vide
Jacegory	Competency	Denavior	Communicating with Impact	1	Hours	VICE
			Interpersonal Communication that Builds Trust SkillSoft Course		0.5	Х
			Communication Methods that Make Sense – and Make Your Point SkillSoft Course		0.5	Х
			Being a Receptive Communication Partner SkillSoft Course		0.5	Х
			Communication Challenges: Navigating Choppy Waters SkillSoft Course		0.5	Х
			Asserting Yourself in the Workplace SkillSoft Challenge Series		0.25	
			Making Yourself Approachable SkillSoft Business Impact Series		0.1	
	Listening Skills	S				
		Listens to ide Practices at	tely restate the opinions of others even when helshe disagrees eas patiently tentive and active listening og listening skills to formulate direct, responsive answers to questions		i	
			Listening Essentials			
			Listening Essentials: The Basics of Listening SkillSoft Course	~	1))
			Listening Essentials: Improving Your Listening Skills SkillSoft Course	~	1)
			Effective Listening SkillSoft Challenge Series	*	0.25	
			Communicating with Impact		0.5)
	Negotiating		Being a Receptive Communication Partner SkillSoft Course			-
		Negotiates e Quickly gain	plomacy with asertiveness effectively in tough situations is trust of other party rences with minimum disruption			
		Negotiates e Quickly gain Settles differ	effectively in tough situations is trust of other party			
		Negotiates e Quickly gain Settles differ	effectively in tough situations is trust of other party rences with minimum disruption			
		Negotiates e Quickly gain Settles differ	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships		0.5	X
		Negotiates e Quickly gain Settles differ	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation		0.5 0.5	
		Negotiates e Quickly gain Settles differ	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? SkillSoft Course)
		Negotiates e Quickly gain Settles differ	effectively in tough situations as trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart SkillSoft Course	*	0.5)
		Negotiates e Quickly gain Settles differ	effectively in tough situations as trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement SkillSoft Course SkillSoft Course		0.5 0.5)
	Nonverbal Com	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series	1	0.5 0.5 0.1	X
	Nonverbal Con	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series	1	0.5 0.5 0.1	X X X
	Nonverbal Con	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series	1	0.5 0.5 0.1))
	Nonverbal Con	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement SkillSoft Course Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series Ommunication Peer Relationships The Value of Peer Relationships SkillSoft Course SkillSoft Course	1	0.5 0.5 0.1 0.25))
	Nonverbal Con	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement SkillSoft Course Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series Ommunication Peer Relationships	~	0.5 0.5 0.1 0.25))
	Nonverbal Con	Negotiates e Quickly gain Settles differ Wins conces	effectively in tough situations is trust of other party rences with minimum disruption ssions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation: Are You Ready? You and Your Negotiating Counterpart Reaching a Negotiated Agreement SkillSoft Course Effective Body Language in Negotiations Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series Ommunication Peer Relationships The Value of Peer Relationships SkillSoft Course SkillSoft Course	~	0.5 0.5 0.1 0.25))
	Nonverbal Com	Negotiates e Quickly gain Settles differ Wins conces	A struct of other party Tences with minimum disruption Sesions without damaging relationships Issue-focused Negotiation Issue-focused Negotiation Issue-focused Negotiation Issue-focused Negotiating Counterpart SkillSoft Course You and Your Negotiating Counterpart SkillSoft Course Reaching a Negotiated Agreement SkillSoft Business Impact Series Vendor Negotiations: Choosing the Best Approach SkillSoft Challenge Series Tommunication Peer Relationships The Value of Peer Relationships SkillSoft Course Developing Strategic Peer Relationships in Your Organization SkillSoft Course		0.5 0.5 0.1 0.25	>



ry Competency	Behavior S	eries Course Title	Туре	Vanage	Estimated Duration Hours	v
		istening Essentials	Type		Hours	Т
		Listening Essentials: The Basics of Listening	SkillSoft Course	,	1	
		Listening Essentials: Improving Your Listening Skills	SkillSoft Course		1	
		Effective Listening	SkillSoft Challenge Series		0.25	
Presentation S	kills	Endound Editining	Chilloth Challenge Corios			
Troublitation 5		ch when necessary				
	Commands atte					
	Presents effect	ively in varied settings				
	В	usiness Writing Basics				
		Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	~	1	
		Business Writing: How to Write Clearly and Concisely	SkillSoft Course	~	1	
		Business Writing: Editing and Proofreading	SkillSoft Course	~	1	
		Writing for Business	SkillSoft Business Impact Series		0.1	
		Written Communication	SkillSoft Challenge Series	~	0.25	
	He	ow to Write an Effective Internal Business Case				
		Preparing a Business Case	SkillSoft Course	~	2.5	
		Writing a Business Case	SkillSoft Course	~	2.5	
		Presenting Your Case	SkillSoft Course	~	2.5	
	Ba	asic Presentation Skills				
		Basic Presentation Skills: Planning a Presentation	SkillSoft Course	~	1	
		Basic Presentation Skills: Creating a Presentation	SkillSoft Course	~	1	
			01-310 - 6-0		1	
		pasic Presentation Skills: Delivering a Presentation	SkillSoft Course	~	1	
Relationship Bu	uilding	Basic Presentation Skills: Delivering a Presentation	SKIIISOTT Course	~		
Relationship B	Addresses disa	greements, conflicts, or upsets in ways that build relationships	SkillSoft Course	~		
Relationship Bo	Addresses disa Builds relations	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives	SKIIISOTT Course	•		
Relationship B	Addresses disa Builds relations Compliments ar	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives nd affirms others	SKIIISOTT Course	~		
Relationship Bo	Addresses disa Builds relations Compliments ar Creates opport	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives nd affirms others unities and events that help people build relationships with each other	SKIIISOTT Course	*		
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives nd affirms others unities and events that help people build relationships with each other ort with a variety of people	SKIIISOTT Course	-		
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives nd affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation	SKIIISOTT Course			
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa Seeks opportur	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives nd affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships	SKIIISOTI Course			
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships y and tact	SKIIISOTI Course			
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Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other but with a variety of people rticipates in casual conversation inities for contact that builds relationships and tact eer Relationships The Value of Peer Relationships in Your Organization	SkillSoft Course SkillSoft Course		1 1	
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work	SkillSoft Course SkillSoft Course SkillSoft Course	* * * *	1 1 1	
Relationship B	Addresses disa Builds relations Compliments ar Creates opport Develops rappo Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships y and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course		1 1 1 0.25	
Relationship B	Addresses disa Builds relations Compliments ar Creates opportr Develops rappor Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships	SkillSoft Course SkillSoft Course SkillSoft Course	* * * *	1 1 1	
Relationship B	Addresses disa Builds relations Compliments ar Creates opportr Develops rappor Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships u and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships Building Peer Relationships motional Intelligence Essentials	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series	•	1 1 1 0.25 0.25	
Relationship B	Addresses disa Builds relations Compliments ar Creates opportr Develops rappor Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other out with a variety of people rticipates in casual conversation nities for contact that builds relationships y and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships motional Intelligence Essentials What is Emotional Intelligence?	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Challenge Series	* * * *	1 1 1 0.25 0.25	
Relationship B	Addresses disa Builds relations Compliments ar Creates opportr Develops rappor Initiates and pa Seeks opportur Uses diplomacy	greements, conflicts, or upsets in ways that build relationships hips by sharing personal experiences and perspectives and affirms others unities and events that help people build relationships with each other ort with a variety of people rticipates in casual conversation nities for contact that builds relationships u and tact eer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships Building Peer Relationships motional Intelligence Essentials	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series	•	1 1 1 0.25 0.25	



			90	Estimated Duration	
tegory Competer	ncy Behavior Series Course Title	Туре	ž	Hours	Vic
	Fundamentals of Working with Difficult People				
	Working with Difficult People: Identifying Difficult People	SkillSoft Course	~	1	
	Working with Difficult People: How to Work with Aggressive People	SkillSoft Course	~	1	
	Working with Difficult People: How to Work with Negative People	SkillSoft Course	~	1	
	Working with Difficult People: How to Work with Procrastinators	SkillSoft Course	~	1	
	Working with Difficult People: How to Work with Manipulative People	SkillSoft Course	~	1	
	Working with Difficult People: How to Work with Self-serving People	SkillSoft Course	~	1	
	Working with Difficult People: Dealing with Micromanagers	SkillSoft Course	~	1	
	Blame BackfiresConquer Negative Thinking	SkillSoft Business Impact Series		0.1	
	Reacting to Co-workers Who Try Taking Advantage	SkillSoft Challenge Series		0.35	
Teamwork					
	Recognizes the efforts of other team members				
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni	ng			
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships			4	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships	SkillSoft Course	•	1	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization	SkillSoft Course SkillSoft Course	~	1	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work	SkillSoft Course SkillSoft Course SkillSoft Course	~	1	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series	~	1 1 0.25	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships	SkillSoft Course SkillSoft Course SkillSoft Course	~	1	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series	* * *	1 1 0.25 0.25	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Team Fundamentals	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Challenge Series	* * * * * * * * * * * * * * * * * * * *	1 1 0.25 0.25	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course	~ ~	1 1 0.25 0.25	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Teams Fundamentals Key Strategies for Managing Cross-functional Teams Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 1 0.25 0.25 1 1	
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	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Managing Internal Dynamics in a Cross-functional Team Using Conflicts to an Organization's Advantage Mediating Project Team Conflict Facilitating Work-related Conflict Discussions Optimizing Your Performance on a Team	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Business Impact Series	* * * * * * * * * * * * * * * * * * * *	1 1 0.25 0.25 1 1 1 0.1	
	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Managing Internal Dynamics in a Cross-functional Team Using Conflicts to an Organization's Advantage Mediating Project Team Conflict Facilitating Work-related Conflict Discussions Optimizing Your Performance on a Team Being an Effective Team Member	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Business Impact Series	* * * * * * * * * * * * * * * * * * * *	1 1 0.25 0.25 1 1 1 0.1 0.1	
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	Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioni Peer Relationships The Value of Peer Relationships Developing Strategic Peer Relationships in Your Organization Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships Making Cross-Functional Teams Work Cross-functional Team Fundamentals Key Strategies for Managing Cross-functional Teams Managing Internal Dynamics in a Cross-functional Team Using Conflicts to an Organization's Advantage Mediating Project Team Conflict Facilitating Work-related Conflict Discussions Optimizing Your Performance on a Team Being an Effective Team Member Establishing Team Goals and Responsibilities	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Challenge Series SkillSoft Challenge Series SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Business Impact Series SkillSoft Course SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 0.25 0.25 1 1 1 0.1 0.1 0.1	



Category	Competency	Behavior	Series Course Title Type	Mana	Duration Hours	Vide
			Leading Teams			
			Leading Teams: Launching a Successful Team SkillSoft Course	~	1	Х
			Leading Teams: Establishing Goals, Roles, and Guidelines SkillSoft Course		1	Х
			Leading Teams: Developing the Team and its Culture SkillSoft Course		1	Х
			Leading Teams: Building Trust and Commitment SkillSoft Course	~	1	X
			Leading Teams: Fostering Effective Communication and Collaboration SkillSoft Course	~	1	Х
			Leading Teams: Motivating and Optimizing Performance SkillSoft Course	v	1	Х
			Leading Teams: Dealing with Conflict SkillSoft Course		1	Х
			Leading Teams: Managing Virtual Teams SkillSoft Course	~	1	Х
			Building Trust Incrementally SkillSoft Business Impact Series		0.1	
			Inspiring your Team SkillSoft Business Impact Series		0.1	
			Support Your Leader SkillSoft Business Impact Series		0.1	
			Choosing the Right Team Culture SkillSoft Challenge Series		0.2	
			The state of the s	v	0.1	
	Understanding	Others	Managing Communications in a Virtual Team SkillSoft Business Impact Series		0.1	
			why people do what they do Peer Relationships			
			The Value of Peer Relationships SkillSoft Course	~	1	X
					1	
			Developing Strategic Peer Relationships in Your Organization SkillSoft Course	~	1	X
			Developing Strategic Peer Relationships in Your Organization SkillSoft Course Forming Peer Relationships and Alliances at Work SkillSoft Course	~	1	
				-	-	
			Forming Peer Relationships and Alliances at Work SkillSoft Course	v	1	
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding SkillSoft Course SkillSoft Challenge Series	v	1 0.25	X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series	v	1 0.25	
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People		1 0.25 0.25	X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People SkillSoft Course	~	1 0.25 0.25	X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People SkillSoft Course SkillSoft Course		1 0.25 0.25	X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People SkillSoft Course SkillSoft Course SkillSoft Course		1 0.25 0.25 1 1	X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators SkillSoft Course SkillSoft Course	, , , , ,	1 0.25 0.25 1 1 1	X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People SkillSoft Course Working with Difficult People: How to Work with Manipulative People SkillSoft Course	* * * * * * *	1 0.25 0.25 1 1 1 1	X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People SkillSoft Course SkillSoft Course	, , , , , ,	1 0.25 0.25 1 1 1 1 1	X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People Working with Difficult People: Dealing with Micromanagers SkillSoft Course SkillSoft Course	, , , , , ,	1 0.25 0.25 1 1 1 1 1 1	X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People Working with Difficult People: Dealing with Micromanagers Blame Backfires—Conquer Negative Thinking SkillSoft Business Impact Series	, , , , , ,	1 0.25 0.25 1 1 1 1 1 1 1 1 0.1	X X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People Working with Difficult People: Dealing with Micromanagers Blame BackfiresConquer Negative Thinking Reacting to Co-workers Who Try Taking Advantage SkillSoft Challenge Series	, , , , , ,	1 0.25 0.25 1 1 1 1 1 1 0.1 0.35	X X X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Building Peer Relationships SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People Working with Difficult People: Dealing with Micromanagers Blame Backfires—Conquer Negative Thinking Reacting to Co-workers Who Try Taking Advantage Workplace Conflict	* * * * * * * * * * * * * * * * * * * *	1 0.25 0.25 1 1 1 1 1 1 1 0.1 0.35	X X X X X X
			Forming Peer Relationships and Alliances at Work Building Better Relationships through Understanding Building Peer Relationships SkillSoft Challenge Series Building Peer Relationships SkillSoft Challenge Series SkillSoft Challenge Series Fundamentals of Working with Difficult People Working with Difficult People: Identifying Difficult People Working with Difficult People: How to Work with Aggressive People Working with Difficult People: How to Work with Negative People Working with Difficult People: How to Work with Procrastinators Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Manipulative People Working with Difficult People: How to Work with Self-serving People Working with Difficult People: Dealing with Micromanagers Blame BackfiresConquer Negative Thinking Reacting to Co-workers Who Try Taking Advantage Workplace Conflict Workplace Conflict: Recognizing and Responding to Conflict SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 0.25 0.25 1 1 1 1 1 1 0.1 0.35	X X X X X X



kills d ft	Pl.	Sories Course Title		fanager	Estimated Duration	M: 1
tegory Competency	Dehavior		Type	2	Hours 0.25	Vid
		Managing Conflict	SkillSoft Challenge Series	-	0.25	+
		Leadership Essentials	0170 7.5	+	4	,
		Leadership Essentials: Motivating Employees	SkillSoft Course		1	-
		Leader as Motivator	SkillSoft Challenge Series	~	0.25	-
		The Voice of Leadership		+		-
		The Voice of Leadership: Inspirational Leadership	SkillSoft Course	~	1	-
		The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	~	1	-
		The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	~	1	
		The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	~	1	
Verbal Comm						
	Organize an	nd express ideas clearly orally		, ,		
		Peer Relationships		1		
		The Value of Peer Relationships	SkillSoft Course	~	1	
		Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	~	1	
		Forming Peer Relationships and Alliances at Work	SkillSoft Course	~	1	
		Building Better Relationships through Understanding	SkillSoft Challenge Series	~	0.25	
		Building Peer Relationships	SkillSoft Challenge Series		0.25	
		Fundamentals of Cross Cultural Communication				
		Culture and Its Effect on Communication	SkillSoft Course	~	1	
		Communicating Across Cultures	SkillSoft Course	~	1	
		Improving Communication in Cross-cultural Relationships	SkillSoft Course	~	1	
		Communicating with a Cross-cultural Audience	SkillSoft Business Impact Series	~	0.1	
		Dispute Resolution in International Contracts	SkillSoft Challenge Series	~	0.2	
		Business Grammar Basics				
		Business Grammar: Parts of Speech	SkillSoft Course	~	1	
		Business Grammar: Working with Words	SkillSoft Course	~	1	
		Business Grammar: The Mechanics of Writing	SkillSoft Course	~	1	
		Business Grammar: Punctuation	SkillSoft Course	~	1	
		Business Grammar: Sentence Construction	SkillSoft Course	~	1	
		Business Grammar: Common Usage Errors	SkillSoft Course		1	
		Telephone Essentials for Business				
		Essential Skills for Professional Telephone Calls	SkillSoft Course	~	1	
		Communicating Effectively with the "C" Level				
		Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	-	1	
		Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	,	1	
		Communicate with Diplomacy and Tact	Skillout Course	+	•	+
			ChillCoff Courses		1	
		The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	v	1	-
		Strategies for Communicating with Tact and Diplomacy	SkillSoft Course		-	
		Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	~	1	



SKIII:					nage	Estimated Duration	
Category	Competency	Behavior	Series Course Title	Туре	2	Hours	Vide
			Basic Presentation Skills				
			Basic Presentation Skills: Planning a Presentation	SkillSoft Course	~	1	X
			Basic Presentation Skills: Creating a Presentation	SkillSoft Course	~	1	X
			Basic Presentation Skills: Delivering a Presentation	SkillSoft Course	~	1	X
			Public Speaking Strategies				
			Public Speaking Strategies: Preparing Effective Speeches	SkillSoft Course	~	1	X
			Public Speaking Strategies: Confident Public Speaking	SkillSoft Course	~	1	X
			Difficult Conversations				
			Preparing for a Difficult Conversation	SkillSoft Course	~	1	
			Having a Difficult Conversation	SkillSoft Course	~	1	
			Handling Difficult Conversations Effectively	SkillSoft Course		1	
			Communicating with Impact				
			Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
			Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
			Being a Receptive Communication Partner	SkillSoft Course		0.5	Х
			Communication Challenges: Navigating Choppy Waters	SkillSoft Course	İ	0.5	Х
			Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
			Making Yourself Approachable	SkillSoft Business Impact Series	İ	0.1	
	Written Comm	unication	making Tourout Approximate	Okilico II Dadillodo III padi Odillod		:	
			nd express ideas clearly in writing				
		_	grammar and punctuation in documentation				
		Writes persu					
			How to Write an Effective Internal Business Case				
			Preparing a Business Case	SkillSoft Course	~	2.5	
			Writing a Business Case	SkillSoft Course	~	2.5	
			Presenting Your Case	SkillSoft Course	~	2.5	
			E-mail Essentials for Business				
			Using E-mail and Instant Messaging Effectively	SkillSoft Course	~	1	
			Addressing and Redistributing E-mail	SkillSoft Course	~	1	
			Managing Your E-mail	SkillSoft Course	~	1	
			Business Writing Basics				
			Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	~	1	
			Business Writing: How to Write Clearly and Concisely	SkillSoft Course	~	1	
			Business Writing: Editing and Proofreading	SkillSoft Course	~	1	
			Writing for Business	SkillSoft Business Impact Series		0.1	
			Written Communication	SkillSoft Challenge Series	~	0.25	

skills
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Category	Competency	Behavior	eries Course Title	Туре	Duration Hours	Video
			usiness Grammar Basics			
			Business Grammar: Parts of Speech	SkillSoft Course	1	
			Business Grammar: Working with Words	SkillSoft Course	1	
			Business Grammar: The Mechanics of Writing	SkillSoft Course	1	
			Business Grammar: Punctuation	SkillSoft Course	1	
			Business Grammar: Sentence Construction	SkillSoft Course	1	
			Business Grammar: Common Usage Errors	SkillSoft Course	1	
			riting Skills for Technical Professionals			
			Writing for Technical Professionals: Preparation and Planning	SkillSoft Course	1	
			Writing for Technical Professionals: Effective Writing Techniques	SkillSoft Course	2	

Self-Focus

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Calming influence during a crisis

Cope with stress

Handles pressure well

Holds things together during tough times

Maintains balance through unexpected oil

Maintai	ins balance through unexpected circumstances				
	Customer Service Representative, Skills				
	Conflict, Stress, and Time Management	SkillSoft Course		3.5	
	Optimizing Your Work/Life Balance				
	Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	~	1	X
	Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	~	1	X
	Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	~	1	
	Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	~	0.1	
	Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
	Fundamentals of Working with Difficult People				
	Working with Difficult People: Identifying Difficult People	SkillSoft Course	~	1	X
	Working with Difficult People: How to Work with Aggressive People	SkillSoft Course	~	1	X
	Working with Difficult People: How to Work with Negative People	SkillSoft Course	~	1	X
	Working with Difficult People: How to Work with Procrastinators	SkillSoft Course	~	1	X
	Working with Difficult People: How to Work with Manipulative People	SkillSoft Course	~	1	X
	Working with Difficult People: How to Work with Self-serving People	SkillSoft Course	~	1	X
	Working with Difficult People: Dealing with Micromanagers	SkillSoft Course	~	1	X
	Blame BackfiresConquer Negative Thinking	SkillSoft Business Impact Series		0.1	
	Reacting to Co-workers Who Try Taking Advantage	SkillSoft Challenge Series		0.35	
	Performance under Pressure	<u>-</u>			
	Developing the Right Attitude for Performing under Pressure	SkillSoft Course	~	1	X
	Taking Action for Performing under Pressure	SkillSoft Course	•	1	
	Performing with Others under Pressure	SkillSoft Course	v	1	X



-			0.1.0.79	_	ana	Duration	
Category	Competency	Behavior	Series Course Title	Туре	2	Hours	Video
			Perseverance and Resilence				
			Developing Character for Perseverance and Resilience	SkillSoft Course	~	1	X
			Achieving Goals through Perseverance and Resilience	SkillSoft Course	v	1	
			Bouncing Back with Perseverance and Resilience	SkillSoft Course	~	1	X
			Persevering through Setbacks	SkillSoft Challenge Series		0.25	
			Communicating with Impact				
			Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
			Leading Organizational Change				
			The Keys to Sustainable Change	SkillSoft Course	~	0.5	X
			Planning for Change	SkillSoft Course	v	0.5	X
			Implementing and Sustaining Change	SkillSoft Course	v	0.5	X
			Instituting a Quality Improvement Program	SkillSoft Challenge Series	~	0.2	X
			Managing the Stress of Organizational Change	SkillSoft Business Impact Series		0.1	
			The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
			Developing Organizational Agility	SkillSoft Challenge Series		0.25	
	Continuous De	velopment	(Career Ambition)				

Consistently seeks out business opportunities that will create growth and development

Identifies personal skill areas to be developed

Invests time and resources to learn, grow, and develop

Looks for opportunities to learn from mistakes

Looks for ways to improve performance and efficiency on the job

Markets self for opportunities

Provides others with tools and approaches to solve problems and improve processes

Regularly analyzes systems, processes, and performance trends to identify opportunities for improvement

Seeks feedback from others

Uses a variety of resources to generate potential ideas for improvement

Works toward identified career goals

works toward identified dateer goals				
Managing Your Career				
Managing Your Career: Creating a Plan	SkillSoft Course	~	1	X
Managing Your Career: Getting on the Right Track	SkillSoft Course	~	1	
Managing Your Career: Professional Networking Essentials	SkillSoft Course	~	1	X
Managing Your Career: You and Your Boss	SkillSoft Course	~	1	X
Managing Your Career: Leveraging the Performance Appraisal	SkillSoft Course	~	1	Х
Conquering Career Stagnation	SkillSoft Business Impact Series	~	0.1	
Planning Your Career	SkillSoft Challenge Series	~	0.25	
Self Development	SkillSoft Challenge Series	~	0.25	
Coaching for Results				
The Art of Effective Coaching	SkillSoft Business Impact Series	~	0.1	
Coaching	SkillSoft Challenge Series	~	0.25	



Category	Competency	Behav <u>ior</u>	Series Course Title	Туре	Manag	Duration Hours	
			Management Essentials				
			Management Essentials: Directing Others	SkillSoft Course	~	1	X
			Management Essentials: Delegating	SkillSoft Course	~	1	X
			Management Essentials: Developing Your Direct Reports	SkillSoft Course	~	1	X
			Management Essentials: Confronting Difficult Employee Behavior	SkillSoft Course	~	1	
			Management Essentials: Managing a Diverse Team	SkillSoft Course	~	1	
			Management Essentials: Treating Your Direct Reports Fairly	SkillSoft Course	~	1	
			Management Essentials: Caring about Your Direct Reports	SkillSoft Course	~	1	
			Managing Fairly	SkillSoft Business Impact Series	~	0.1	
			Employee Dismissal	SkillSoft Challenge Series	~	0.25	
			Acting Decisively	SkillSoft Challenge Series	~	0.25	
			First Time Manager Essentials				
			First Time Manager: Understanding a Manager's Role	SkillSoft Course	~	1	X
			First Time Manager: Challenges	SkillSoft Course	~	1	X
			First Time Manager: Meeting Expectations	SkillSoft Course	~	1	X
			Making the Move Into Management	SkillSoft Challenge Series		0.25	
			Perseverance and Resilence				
			Developing Character for Perseverance and Resilience	SkillSoft Course	~	1	X
			Achieving Goals through Perseverance and Resilience	SkillSoft Course	~	1	
			Bouncing Back with Perseverance and Resilience	SkillSoft Course	~	1	X
			Campus to Corporate				
			Campus to Corporate: Meeting New Expectations	SkillSoft Course		1	X
			Campus to Corporate: Developing a Professional Image	SkillSoft Course	•	1	X
			Living and Working Abroad in the United States				
			American Work Culture and Values	SkillSoft Course		1	X
			Key Aspects of the American Work Environment	SkillSoft Course		1	
			Communicating Successfully in the American Workplace	SkillSoft Course		1	Х
			Succeeding in the American Workplace	SkillSoft Course		1	

Flexibility

Is open to new ideas, perspectives, structures, strategies, or positions

Is willing to reconsider even the most strongly held ideas

Maintains work efficiency and responds positively to a changing environment

Operates well in situations when the consequences of decisions and actions are unclear

Promptly switches strategies or tactics if the current ones are not working

Responds immediately to changing situations by coming up with creative ideas and actions

Supports new ideas, systems, and procedures

Takes steps to understand reasons for change in environment or tasks



kills off Itegory Competency Bel	havior Series Course Title	Туре	Manager	Estimated Duration Hours	
	Generating Creative & Innovative Ideas				
	Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	~	1	
	Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	~	1	X
	Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	~	1	X
	Executing Innovation	SkillSoft Business Impact Series	~	0.1	
	Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
	Emotional Intelligence Essentials				
	What is Emotional Intelligence?	SkillSoft Course	~	1	X
	Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	~	1	X
	Using Emotional Intelligence on the Job	SkillSoft Course	~	1	X
	How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
	Leadership Essentials				
	Leadership Essentials: Leading Change	SkillSoft Course	~	1	X
	Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	~	1	
	Leading Teams through Change	SkillSoft Business Impact Series	~	0.1	
	Leading Change	SkillSoft Challenge Series	~	0.25	
	Perseverance and Resilence				
	Developing Character for Perseverance and Resilience	SkillSoft Course	~	1	X
	Achieving Goals through Perseverance and Resilience	SkillSoft Course	~	1	
	Bouncing Back with Perseverance and Resilience	SkillSoft Course	~	1	X
	Persevering through Setbacks	SkillSoft Challenge Series		0.25	
	Leading Organizational Change				
	The Keys to Sustainable Change	SkillSoft Course	~	0.5	X
	Planning for Change	SkillSoft Course	~	0.5	Х
	Implementing and Sustaining Change	SkillSoft Course	~	0.5	Х
	Instituting a Quality Improvement Program	SkillSoft Challenge Series	~	0.2	Х
	Managing the Stress of Organizational Change	SkillSoft Business Impact Series	П	0.1	
	The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
	Developing Organizational Agility	SkillSoft Challenge Series		0.25	

Freshly identifies what needs to be done in the face of obstacles and takes action until they are overcome

Identifies what needs to be done and takes action

Initiates individual or group projects and takes complete responsibility for their success

Persists in the face of difficulties

Seizes opportunities and takes action to take advantage of them

Takes action without being asked or required to do so

Takes responsibility to originate all steps of a project when the outcomes and circumstances are not well-defined

Volunteers for tasks



	Polonius Corine Co. Tell		anag	Estimated Duration	
ory Competency	Behavior Series Course Title	Туре	2	Hours	Vi
	Managing Your Career		+	4	+
	Managing Your Career: Creating a Plan	SkillSoft Course	*	1	+
	Managing Your Career: Getting on the Right Track	SkillSoft Course	~	1	+
	Managing Your Career: Professional Networking Essentials	SkillSoft Course	~	1	\perp
	Managing Your Career: You and Your Boss	SkillSoft Course	•	1	\perp
	Managing Your Career: Leveraging the Performance Appraisal	SkillSoft Course	~	1	+
	Conquering Career Stagnation	SkillSoft Business Impact Series	~	0.1	\perp
	Planning Your Career	SkillSoft Challenge Series	~	0.25	\perp
	Self Development	SkillSoft Challenge Series	~	0.25	1
	Getting Results without Direct Authority				\perp
	Getting Results without Authority: Building Relationships and Credibility	SkillSoft Course	~	1	
	Getting Results without Direct Authority: Reciprocity	SkillSoft Course	~	1	L
	Getting Results without Authority: Persuasive Communication	SkillSoft Course	~	1	Ţ
	Getting Results without Direct Authority: Influencing Your Boss	SkillSoft Course	~	1	Ţ
	Influencing Key Decision Makers	SkillSoft Business Impact Series	~	0.1	Ĺ
	Influence and Persuasion	SkillSoft Challenge Series	~	0.25	Ĺ
	Performance under Pressure				I
	Developing the Right Attitude for Performing under Pressure	SkillSoft Course	~	1	
	Taking Action for Performing under Pressure	SkillSoft Course		1	
					_
Personal Discl	Admits mistakes	SkillSoft Course	~	1	
Personal Discl	osure Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings		~	1	
Personal Discle	osure Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities		*	1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally	SkillSoft Course		·	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course SkillSoft Course		1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course SkillSoft Course SkillSoft Course	•	1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	*	1 1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships	SkillSoft Course SkillSoft Course SkillSoft Course	•	1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships Perseverance and Resilence	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * *	1 1 1 1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships Perseverance and Resilence Developing Character for Perseverance and Resilience	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * *	1 1 1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships Perseverance and Resilence Developing Character for Perseverance and Resilience Achieving Goals through Perseverance and Resilience	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 1 1 1	
Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships Perseverance and Resilience Developing Character for Perseverance and Resilience Achieving Goals through Perseverance and Resilience Bouncing Back with Perseverance and Resilience	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * *	1 1 1 1 1	
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Personal Discle	Admits mistakes Discloses thoughts about own strengths, weaknesses and limitations Is open about personal beliefs and feelings Keep manager and others informed of the status of projects and activities Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette Professionalism, Business Etiquette, and Personal Accountability Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships Perseverance and Resilence Developing Character for Perseverance and Resilience Achieving Goals through Perseverance and Resilience Bouncing Back with Perseverance and Resilience Persevering through Setbacks Perseverance and Resilence	SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course SkillSoft Course	* * * * * * * * * * * * * * * * * * * *	1 1 1 1 1 1 1 0.25	
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Category	Competency	Behavior	Series Course Title	Туре	Mana	Duration Hours	Video
			Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
	Responsibility						
		Admits mista	akes in spite of the potential for negative consequences				
			akes when in low risk situations				
		_	others who are not acting with integrity or telling the truth				
			tells the truth				
			ugh on commitments and agreements				
			onfidentiality regardless of pressure from others				
		•	onfidentiality				
		l akes stand	Is based on principles and values despite personal or professional risk				
			Doing Business Professionally Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	v	1	Х
			Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	,	1	X
				SkillSoft Course	,	1	X
			Communicating with Professionalism and Etiquette Using Business Etiquette to Build Professional Relationships	SkillSoft Course	v	1	X
			Leadership Essentials	SkiilSoft Course		'	
			Leadership Essentials: Motivating Employees	SkillSoft Course	v	1	X
			Leadership Essentials: Communicating Vision	SkillSoft Course	v	1	X
			Communicating a Shared Vision	SkillSoft Business Impact Series	v	0.1	
			Leading Teams through Change	SkillSoft Business Impact Series	,	0.1	
			Risk Management	Skillout business impact series		• • • • • • • • • • • • • • • • • • • •	
			Risk Management: Identifying Risk	SkillSoft Course	v	1	
			Risk Management: Assessing Risk	SkillSoft Course	v	1	
			Risk Management: Dealing with Risk	SkillSoft Course	v	1	
			Final Exam: Risk Management	SkillSoft Final Exams		0.6	
			Performance under Pressure	OKIIIOOTT IIIII EXUIIIS			
			Developing the Right Attitude for Performing under Pressure	SkillSoft Course	v	1	Х
			Taking Action for Performing under Pressure	SkillSoft Course	v	1	
			Performing with Others under Pressure	SkillSoft Course	v	1	Х
	Work/Life Bala	nce	Torrorming that outdoor troopers	Online II de di ee			
			ork and personal life				
		ls multi-face					
			Optimizing Your Work/Life Balance				
			Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	~	1	X
			Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	~	1	X
			Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	~	1	
			Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	~	0.1	
			Managing Workplace Stress	SkillSoft Business Impact Series		0.1	



SKIIS IT

Category Competency Behavior Series Course Title

Estimated

Duration

Type

Hours Video

Values					
Managing Diversit	ty				
De	eals effectively with all races, nationalities, cultures, disabilities, ages and both sexes				
Ma	anages diverse groups of people equitably				
	Fundamentals of Cross Cultural Communication				
	Culture and Its Effect on Communication	SkillSoft Course	~	1	X
	Communicating Across Cultures	SkillSoft Course	~	1	X
	Improving Communication in Cross-cultural Relationships	SkillSoft Course	~	1	X
	Communicating with a Cross-cultural Audience	SkillSoft Business Impact Series	~	0.1	
	Dispute Resolution in International Contracts	SkillSoft Challenge Series	~	0.2	
	Diversity on the Job				
	Diversity on the Job: The Importance of Diversity and the Changing Workplace	SkillSoft Course	~	1	X
	Diversity on the Job: Diversity and You	SkillSoft Course	~	1	X
	Managing Diversity	SkillSoft Challenge Series	~	0.25	
	Understanding Workplace Diversity	SkillSoft Business Impact Series	~	0.1	
	Management Essentials				
	Management Essentials: Managing a Diverse Team	SkillSoft Course	~	1	
Political Savvy	sknowledges corporate politics and acts accordingly				
Ma	aneuvers through complex political situations effectively				
	Business Ethics				
	Introduction to Workplace Ethics	SkillSoft Course	~	1	
	Developing a Code of Ethical Conduct	SkillSoft Course	~	1	X
	Ethical Decision-making in the Workplace	SkillSoft Course	~	1	X
	Office Politics - What Will You Do?	SkillSoft Challenge Series		0.25	
	Ethics, Integrity, and Trust	SkillSoft Challenge Series	~	0.25	
	The Ethics Enigma	SkillSoft Challenge Series	~	0.25	
	Doing Business Professionally				
	Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	X
	Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	X
	Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	X
	Using Business Etiquette to Build Professional Relationships	SkillSoft Course	~	1	X
	Peer Relationships				
	Peer Political Styles	SkillSoft Business Impact Series		0.1	

Category Competency Behavior Series Course Title

Туре

Estimated Duration Hours Video

Purpose, Principles, & Values

Acts in alignment with personal principles and values even when under pressure to do otherwise

Day-to-day actions are aligned with purpose, principles, and values

Encourages others to base their decisions and actions on the organization's purpose, principles, and values

Finds commonality between personal and organizational purpose and values

Helps diverse groups to identify common higher purposes, principles, and values

Inspires others to live according to individual purpose, principles, and values

Shares the reasons behind actions and decisions with others

Uses purpose, principles, and values to explain the personal motivation behind decisions to others

Business Ethics				
Introduction to Workplace Ethics	SkillSoft Course	٧	1	
Developing a Code of Ethical Conduct	SkillSoft Course	~	1	X
Ethical Decision-making in the Workplace	SkillSoft Course	~	1	Х
Office Politics - What Will You Do?	SkillSoft Challenge Series		0.25	
Ethics, Integrity, and Trust	SkillSoft Challenge Series	~	0.25	
The Ethics Enigma	SkillSoft Challenge Series	~	0.25	
Building and Maintaining Trust				
Building Trust	SkillSoft Course	٧	1)
Rebuilding Trust	SkillSoft Course	~	1	1
The Fruits of Integrity: Building Trust at Work	SkillSoft Challenge Series	~	0.25	
Doing Business Professionally				
Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	~	1	1
Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	~	1	
Communicating with Professionalism and Etiquette	SkillSoft Course	~	1	
Using Business Etiquette to Build Professional Relationships	SkillSoft Course	-	1	